2012 Fusion Center Assessment Individual Report

Arizona Counter Terrorism Information Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

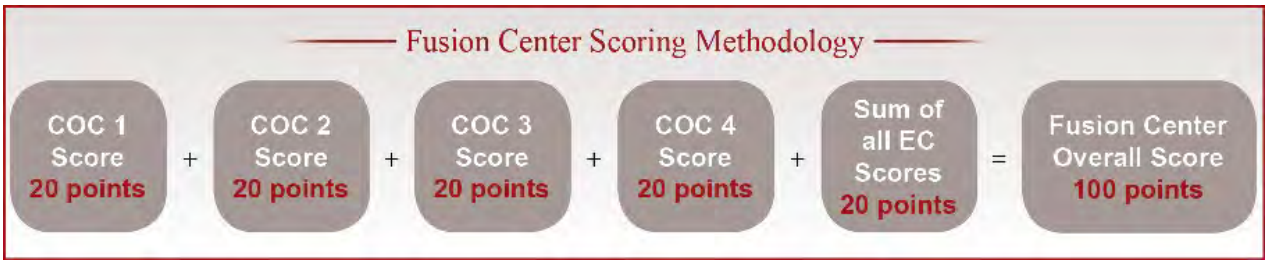
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Arizona Counter Terrorism Information Center

Demographic Information

Overall Score: **98.3**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2004

Mission: Counterterrorism, All-Crimes, All-Hazards

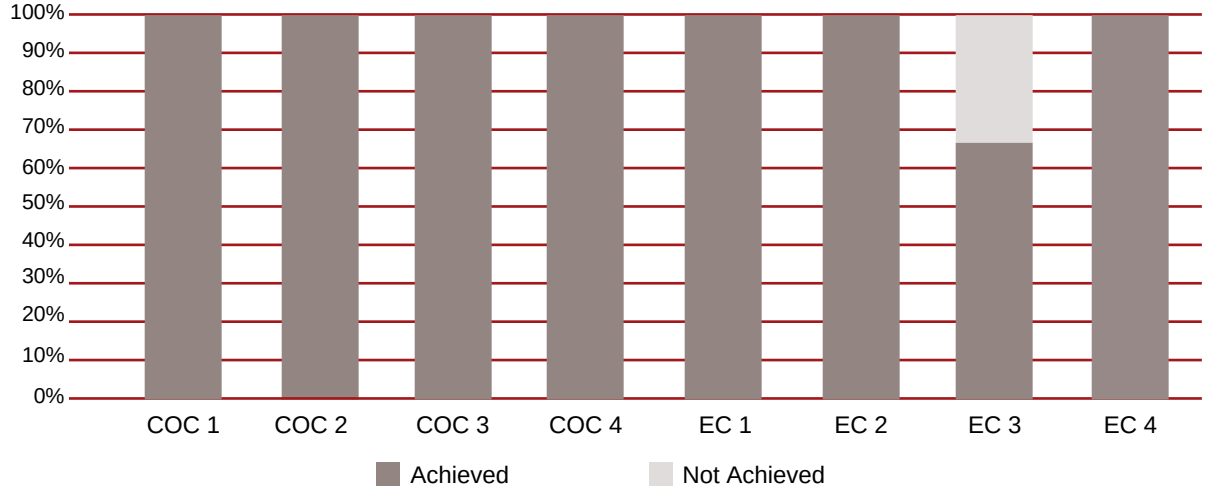
Staffing Levels:
- Full-time: 86
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Arizona Counter Terrorism Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

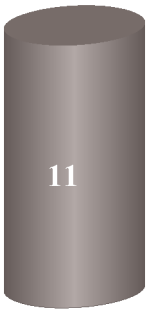
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Arizona Counter Terrorism Information Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0

Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Arizona Counter Terrorism Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Arizona Counter Terrorism Information Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Arizona Counter Terrorism Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Arizona Counter Terrorism Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

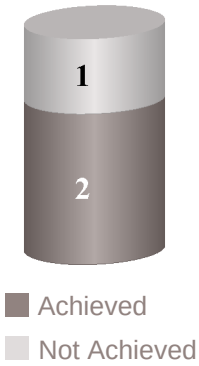
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Arizona Counter Terrorism Information Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	No

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Arizona Counter Terrorism Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

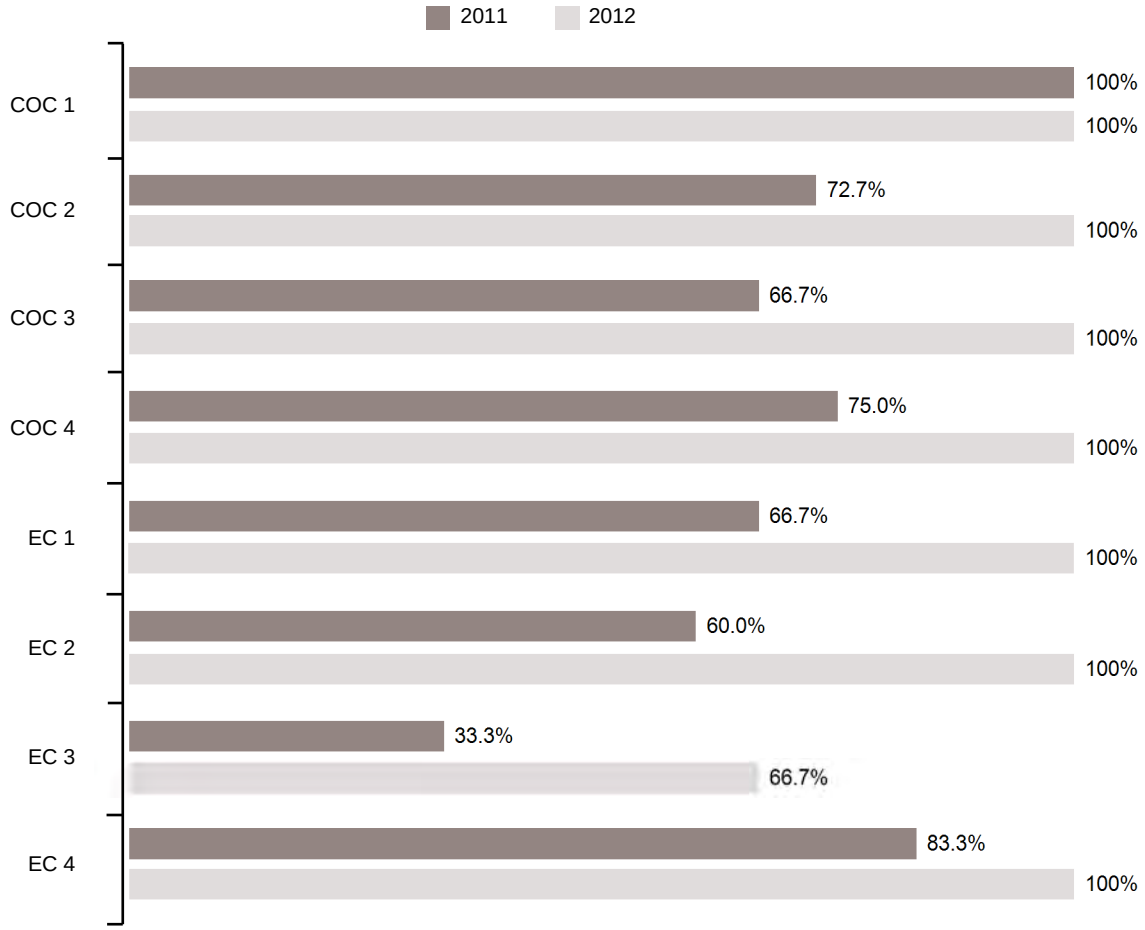
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	2	3.3	66.7%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Alabama Fusion Center

November 2012

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Introduction

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

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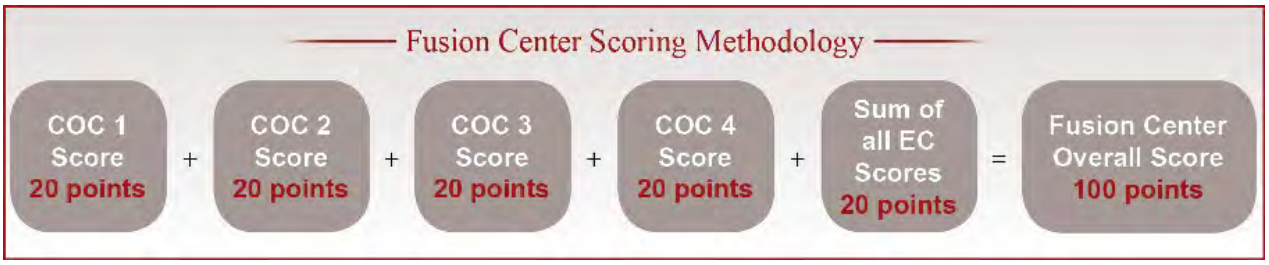
In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Alabama Fusion Center

Demographic Information

Overall Score: **73.6**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

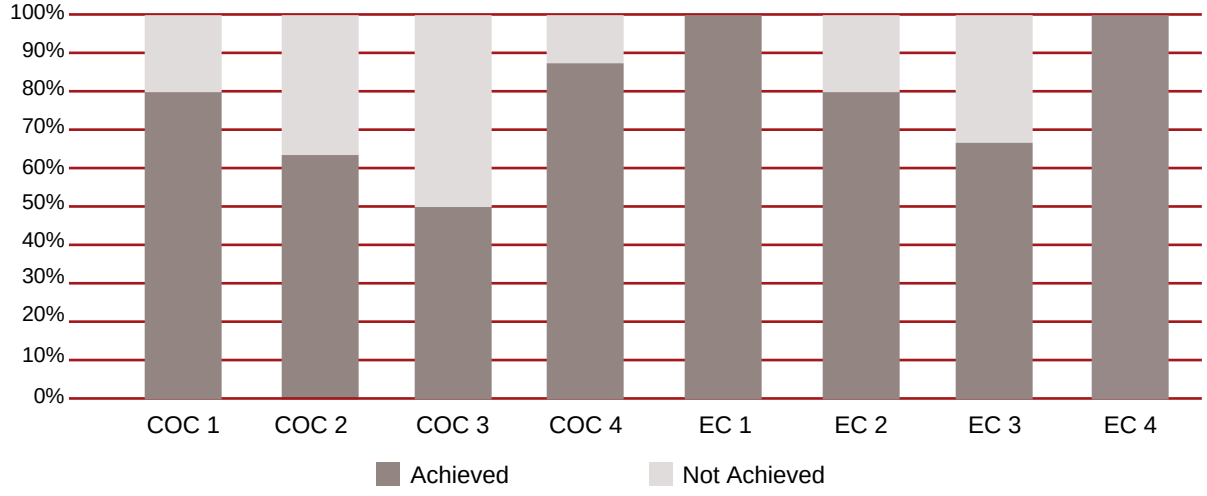
Staffing Levels:
- Full-time: 10
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	7	12.7	63.6%	17.4	87.2%
COC 3: Disseminate	6	3	10.0	50.0%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Alabama Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

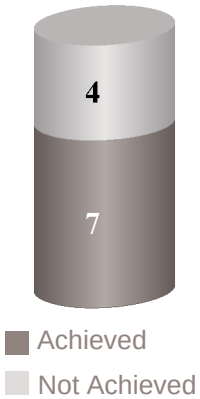
COC 2: Analyze

COC Score: 12.7
Percentage: 63.6%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Alabama Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	7	20.0	12.7	63.6%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

COC 3: Disseminate

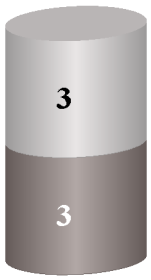
COC Score: 10.0

Percentage: 50%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Alabama Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	3	20.0	10.0	50.0%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Alabama Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Alabama Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Alabama Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

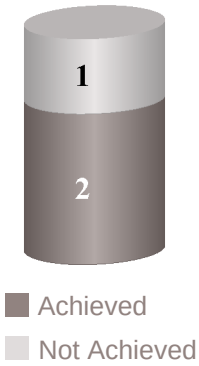
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Alabama Fusion Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Alabama Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

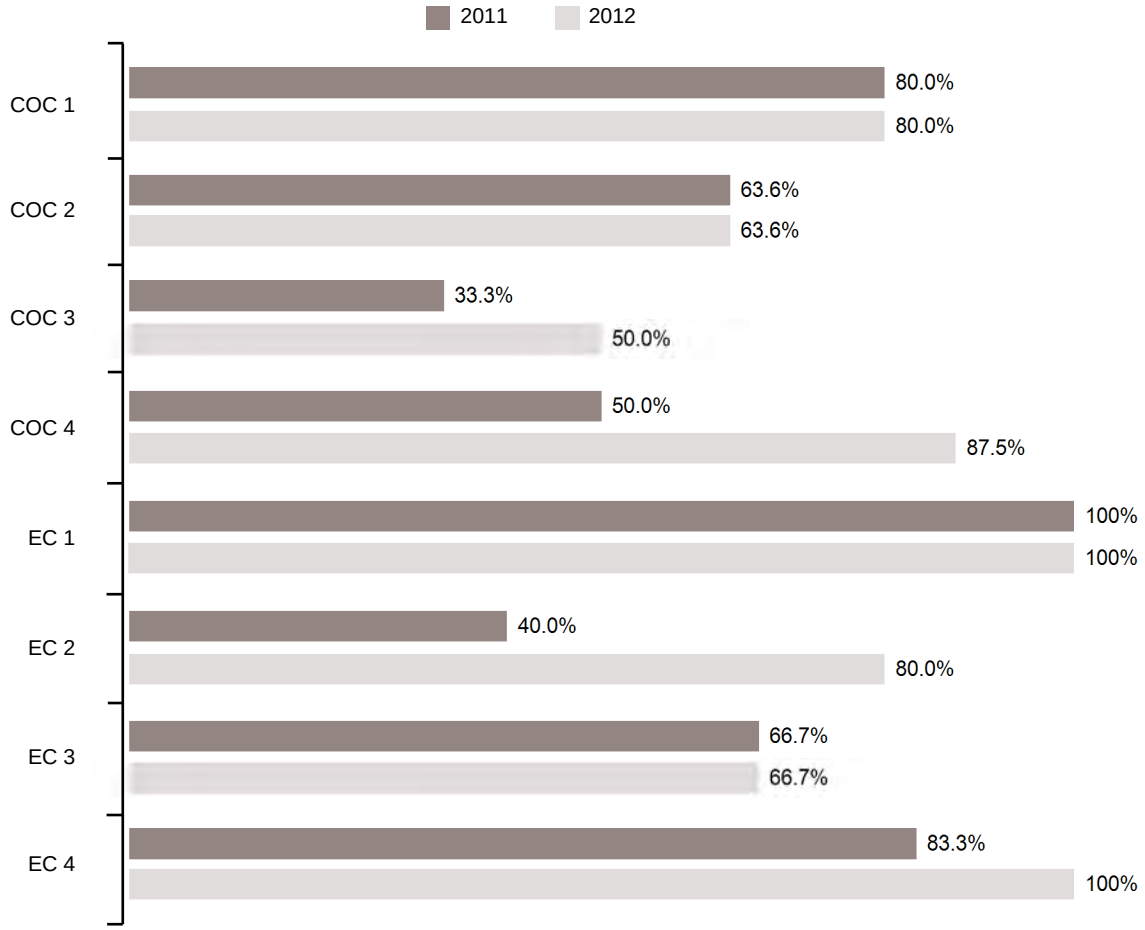
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	7	12.7	63.6%	7	12.7	63.6%
COC 3: Disseminate	6	2	6.7	33.3%	3	10.0	50.0%
COC 4: Gather	8	4	10.0	50.0%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Alaska Information and Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

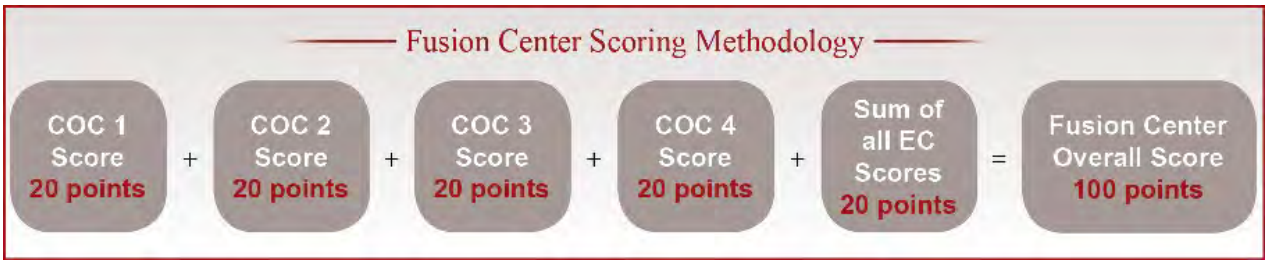
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Alaska Information and Analysis Center

Demographic Information

Overall Score: **81.5**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2009

Mission: Counterterrorism, All-Crimes, All-Hazards

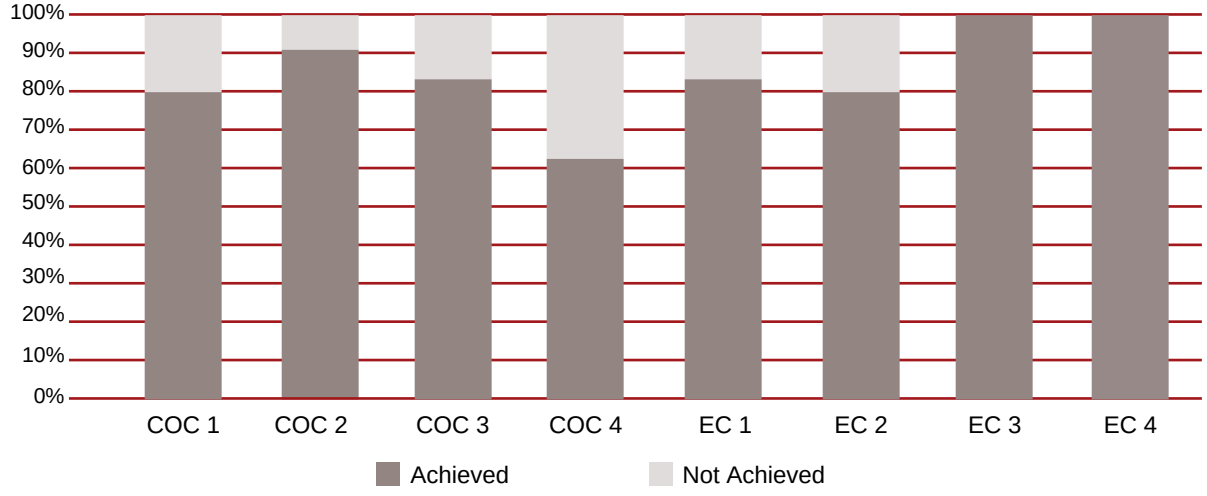
Staffing Levels:
- Full-time: 4
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	5	12.5	62.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Alaska Information and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

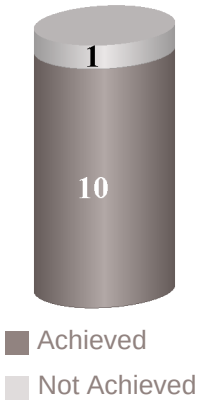
COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Alaska Information and Analysis Center has achieved 10 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

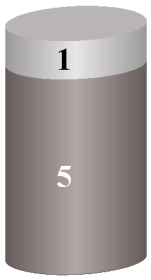
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Alaska Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 12.5

Percentage: 62.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Alaska Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	5	20.0	12.5	62.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	No
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	No
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

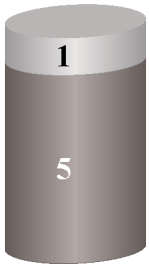
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Alaska Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Alaska Information and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Alaska Information and Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Alaska Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	10	18.2	90.9%	10	18.2	90.9%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
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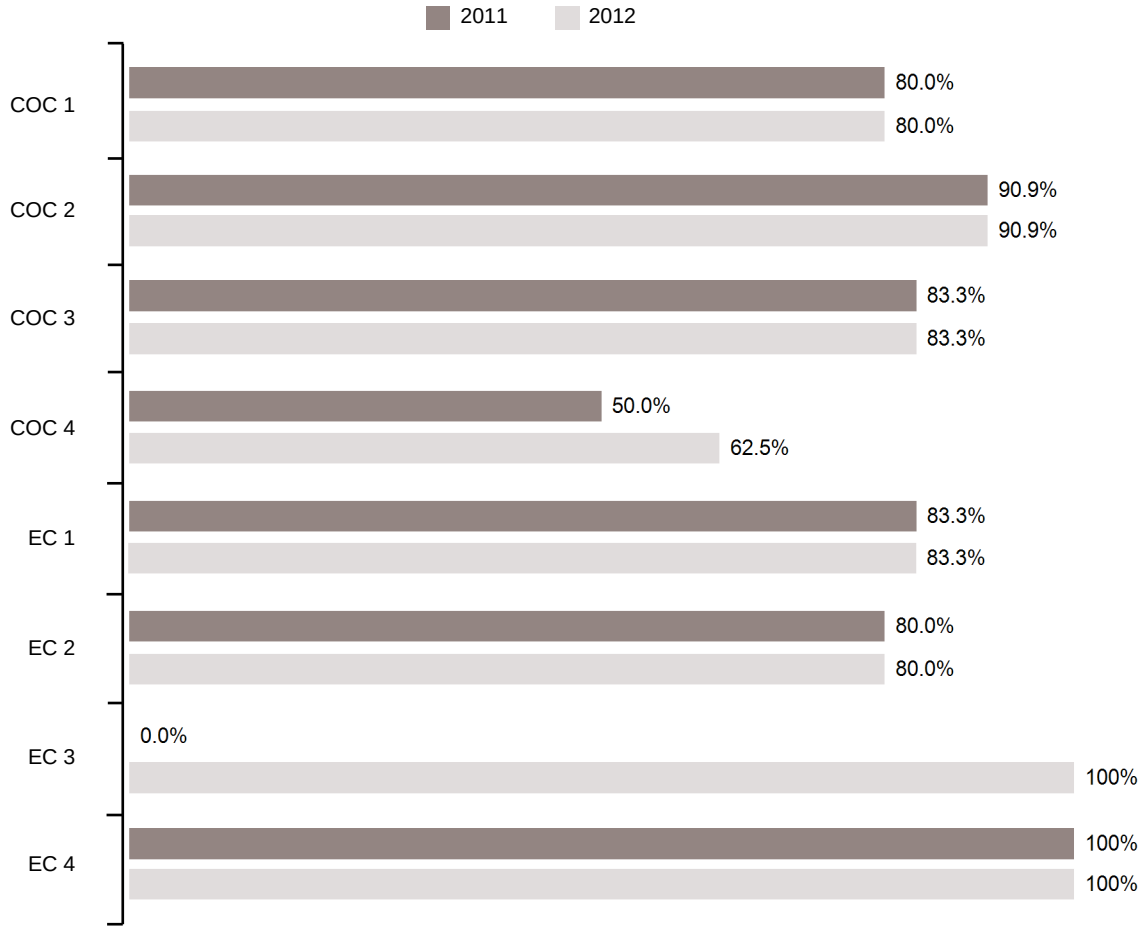
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	0	0.0	0.0%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Austin Regional Intelligence Center

November 2012

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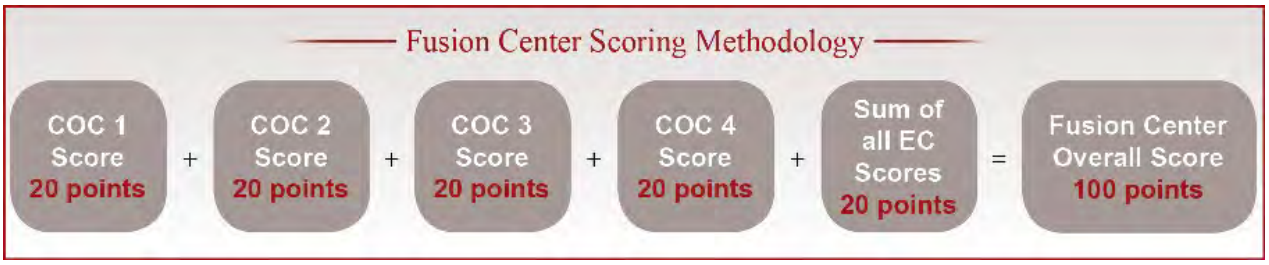
Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Austin Regional Intelligence Center

Demographic Information

Overall Score: **63.7**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2010

Mission: Counterterrorism, All-Crimes

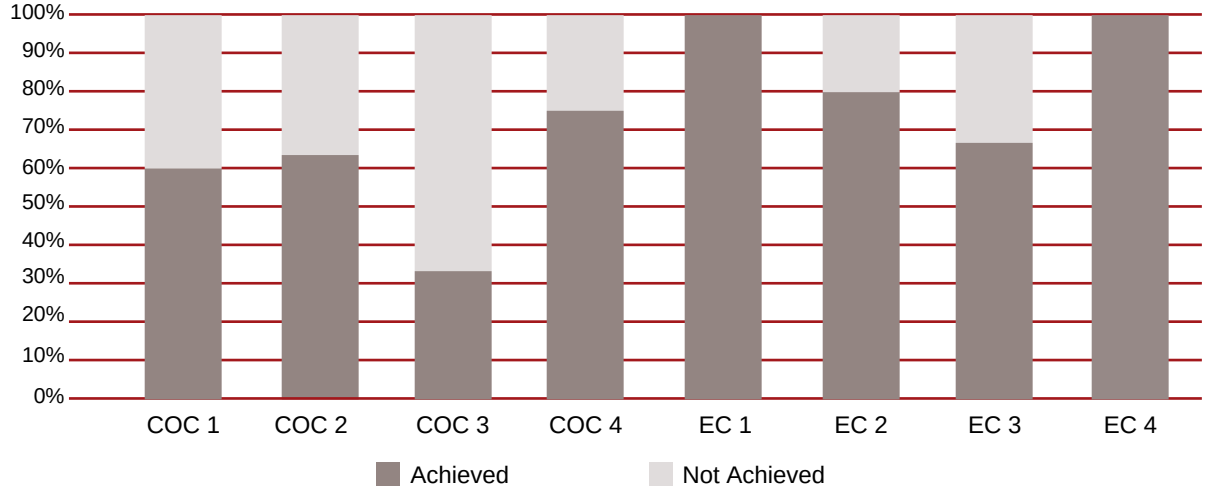
Staffing Levels:
- Full-time: 14
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	3	12.0	60.0%	18.6	93.0%
COC 2: Analyze	11	7	12.7	63.6%	17.4	87.2%
COC 3: Disseminate	6	2	6.7	33.3%	16.8	84.0%
COC 4: Gather	8	6	15.0	75.0%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



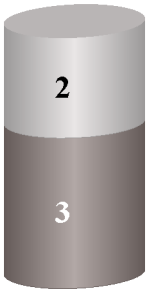
COC 1: Receive

COC Score: 12.0
Percentage: 60%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Austin Regional Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	20.0	12.0	60.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	No
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

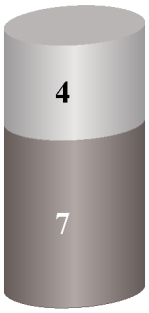
COC 2: Analyze

COC Score: 12.7
Percentage: 63.6%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Austin Regional Intelligence Center has achieved 7 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	7	20.0	12.7	63.6%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	No
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	No
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 6.7
Percentage: 33.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Austin Regional Intelligence Center has achieved 2 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	2	20.0	6.7	33.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	No
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

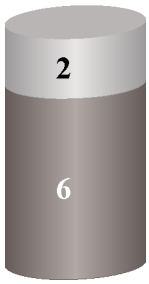
COC Score: 15.0

Percentage: 75%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Austin Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	6	20.0	15.0	75.0%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	No
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Austin Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Austin Regional Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

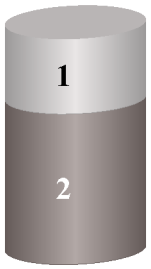
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Austin Regional Intelligence Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Austin Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

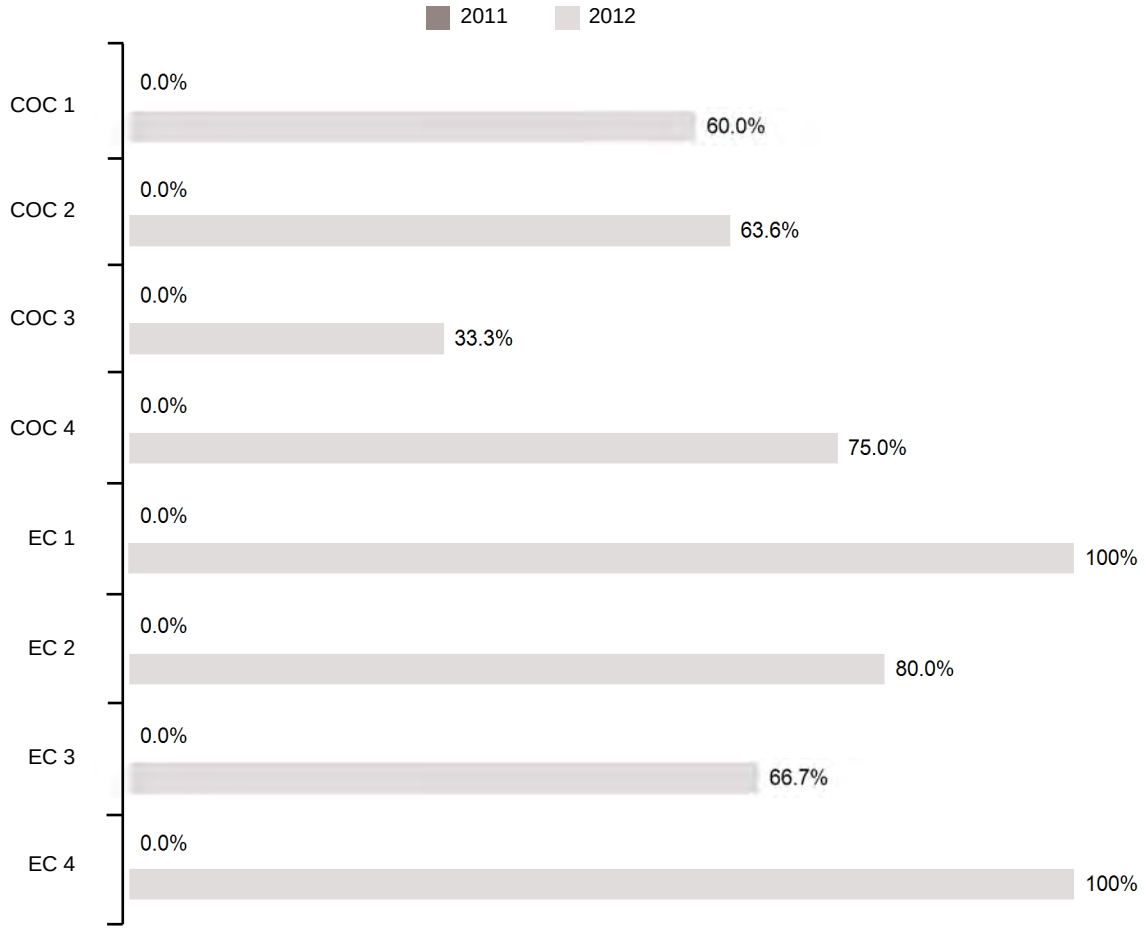
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	0	0.0	0.0%	3	12.0	60.0%
COC 2: Analyze	11	0	0.0	0.0%	7	12.7	63.6%
COC 3: Disseminate	6	0	0.0	0.0%	2	6.7	33.3%
COC 4: Gather	8	0	0.0	0.0%	6	15.0	75.0%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	0	0.0	0.0%	6	5.0	100%
EC 2: Sustainment Strategy	5	0	0.0	0.0%	4	4.0	80.0%
EC 3: Communications	3	0	0.0	0.0%	2	3.3	66.7%
EC 4: Security	6	0	0.0	0.0%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Arkansas State Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

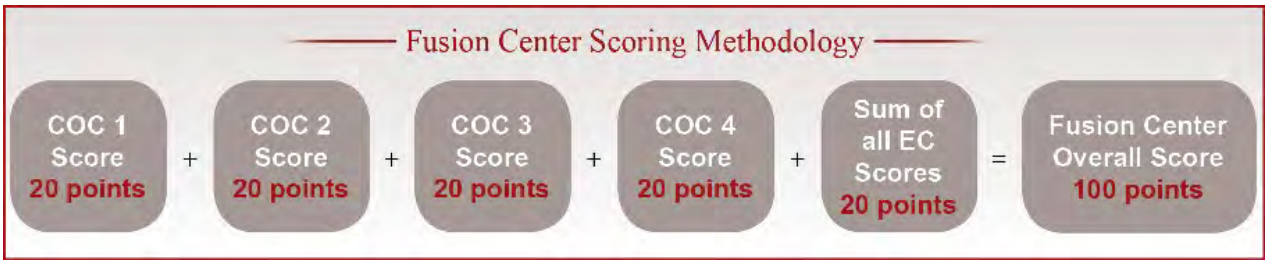
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Arkansas State Fusion Center

Demographic Information

Overall Score: **60.1**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2009

Mission: Counterterrorism, All-Crimes

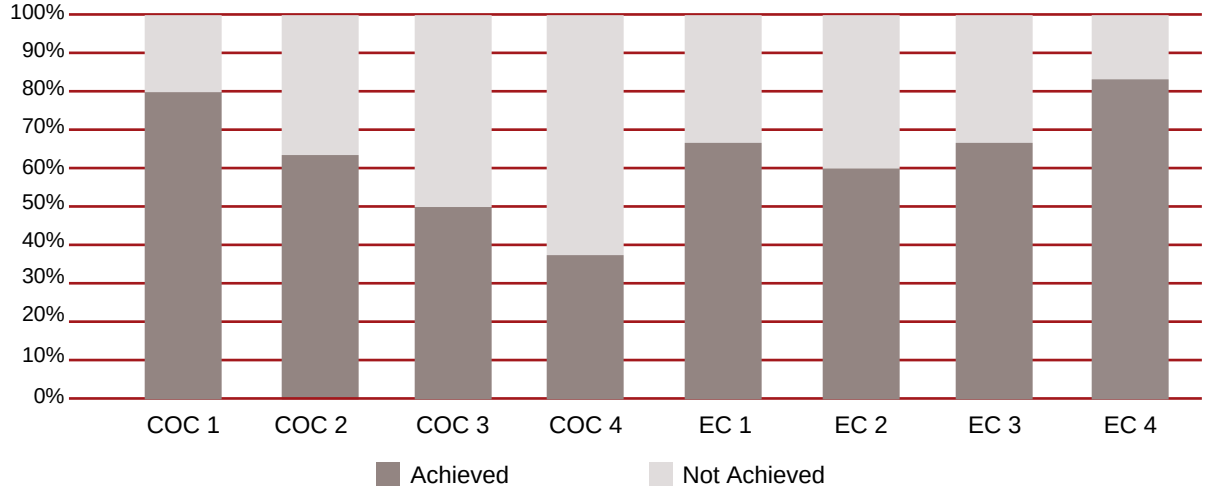
Staffing Levels:
- Full-time: 6
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	7	12.7	63.6%	17.4	87.2%
COC 3: Disseminate	6	3	10.0	50.0%	16.8	84.0%
COC 4: Gather	8	3	7.5	37.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Arkansas State Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

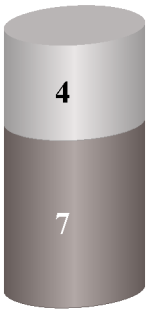
COC 2: Analyze

COC Score: 12.7
Percentage: 63.6%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Arkansas State Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	7	20.0	12.7	63.6%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

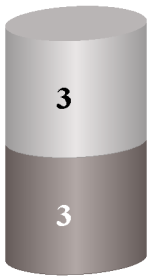
COC 3: Disseminate

COC Score: 10.0
Percentage: 50%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Arkansas State Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	3	20.0	10.0	50.0%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 7.5

Percentage: 37.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Arkansas State Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	3	20.0	7.5	37.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	No
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	No
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	No
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

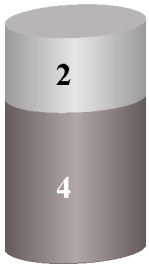
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 3.3
Percentage: 66.7%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Arkansas State Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	No
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

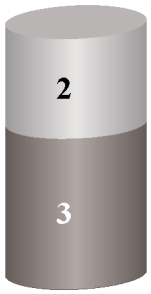
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Arkansas State Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Arkansas State Fusion Center has achieved 2 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 4.2
Percentage: 83.3%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Arkansas State Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

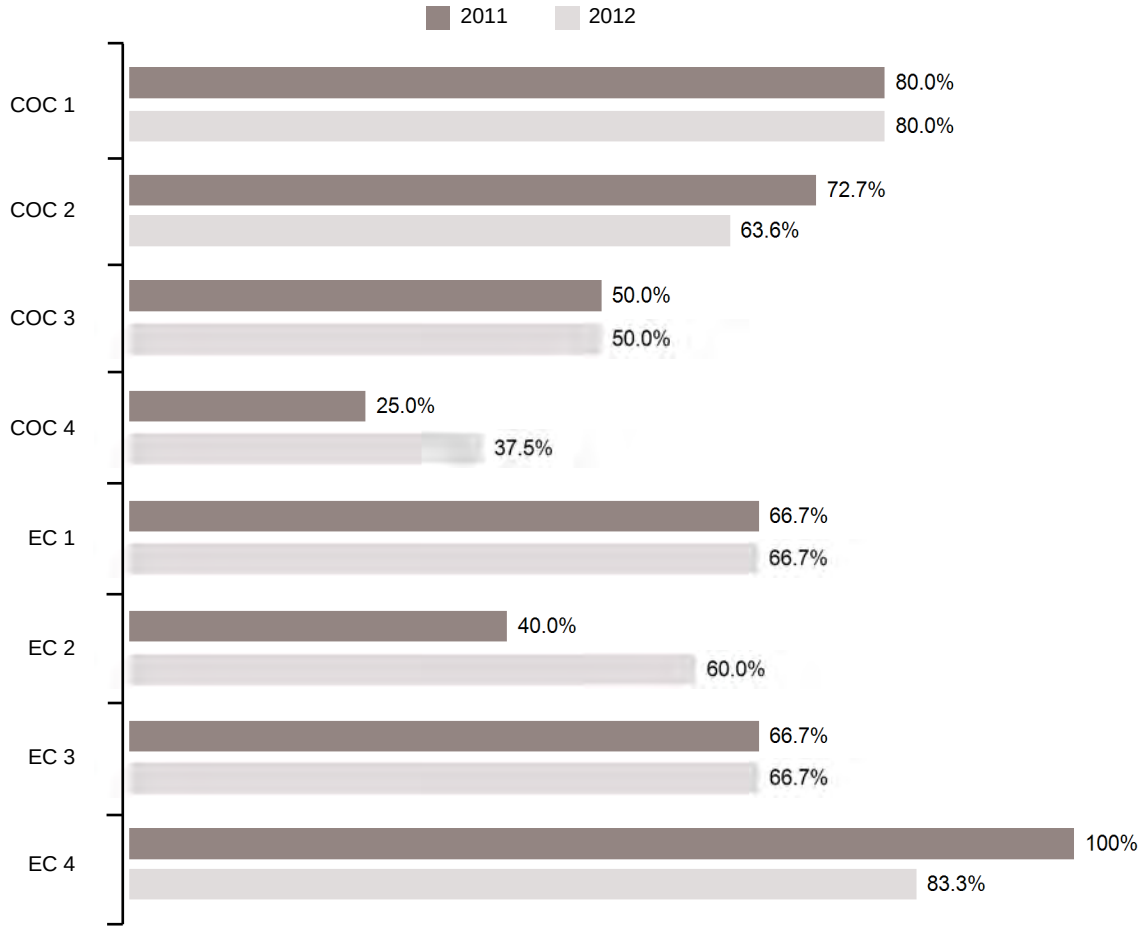
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	8	14.5	72.7%	7	12.7	63.6%
COC 3: Disseminate	6	3	10.0	50.0%	3	10.0	50.0%
COC 4: Gather	8	2	5.0	25.0%	3	7.5	37.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4	3.3	66.7%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	3	3.0	60.0%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	6	5.0	100%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Boston Regional Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

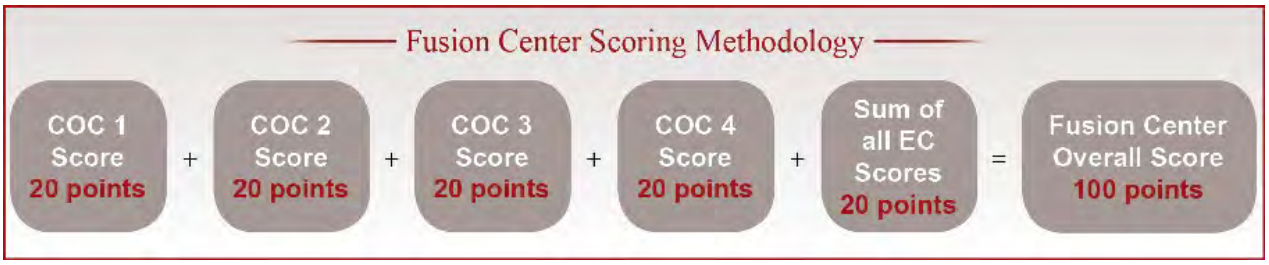
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Boston Regional Intelligence Center

Demographic Information

Overall Score: **99.2**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

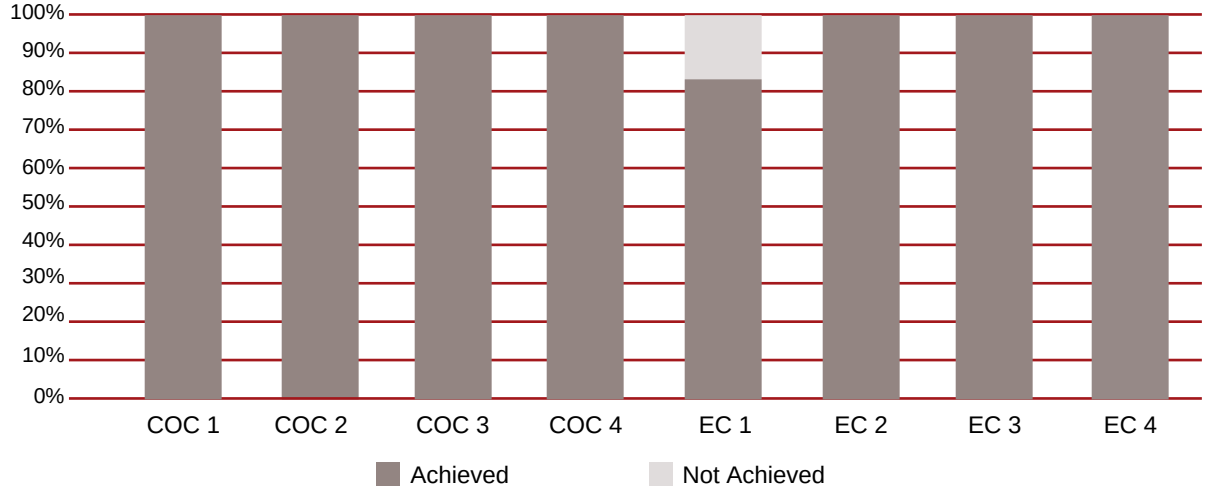
Staffing Levels:
- Full-time: 40
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Boston Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

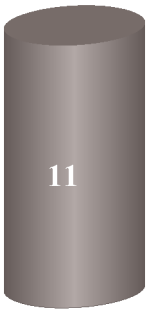
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Boston Regional Intelligence Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Boston Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Boston Regional Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

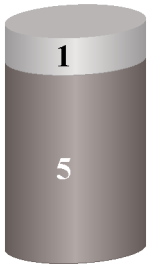
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Boston Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Boston Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Boston Regional Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Boston Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

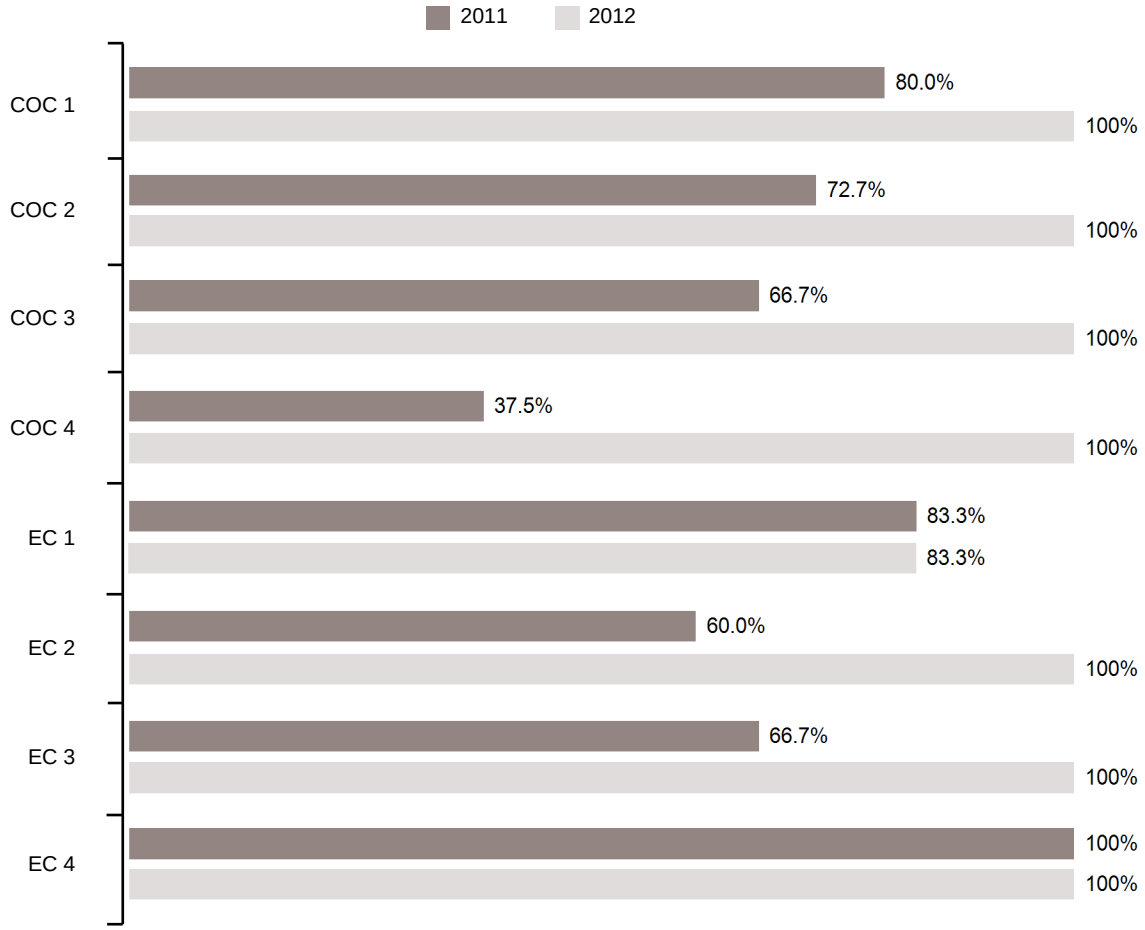
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	3	7.5	37.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Central California Intelligence Center

November 2012

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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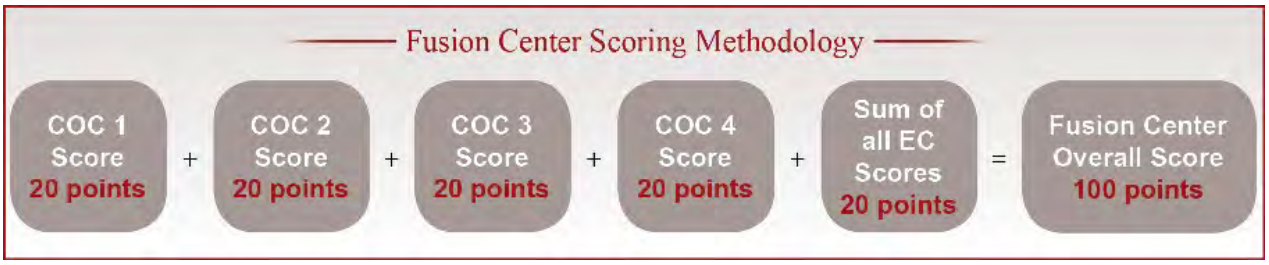
In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Central California Intelligence Center

Demographic Information

Overall Score: **98.3**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2004

Mission: Counterterrorism, All-Crimes

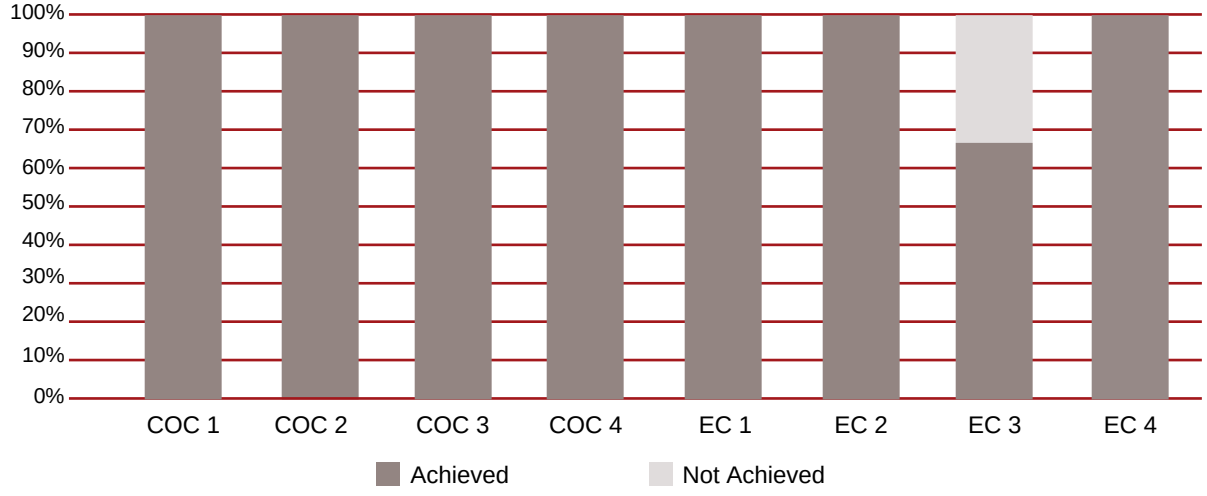
Staffing Levels:
- Full-time: 39
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Central California Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

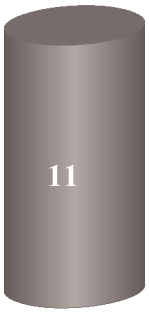
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Central California Intelligence Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0

Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Central California Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Central California Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Central California Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Central California Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

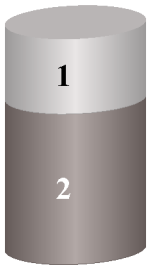
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Central California Intelligence Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	No

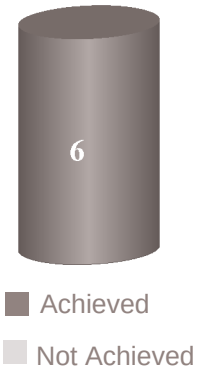
EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Central California Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

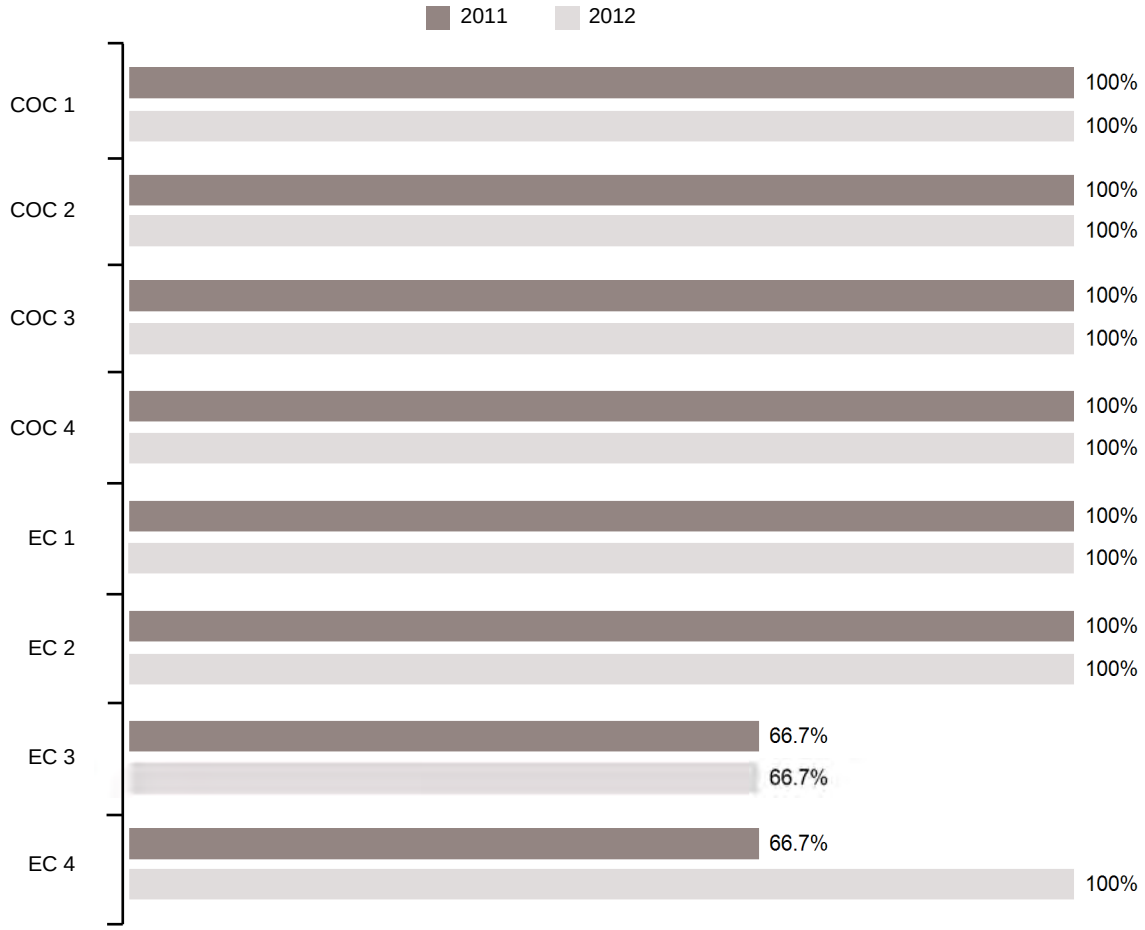
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	6	20.0	100%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Massachusetts Commonwealth Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

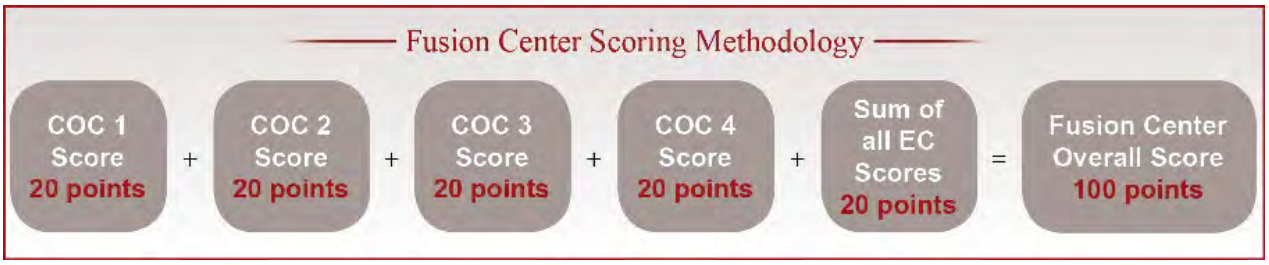
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Massachusetts Commonwealth Fusion Center

Demographic Information

Overall Score: **94.8**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2004

Mission: Counterterrorism, All-Crimes

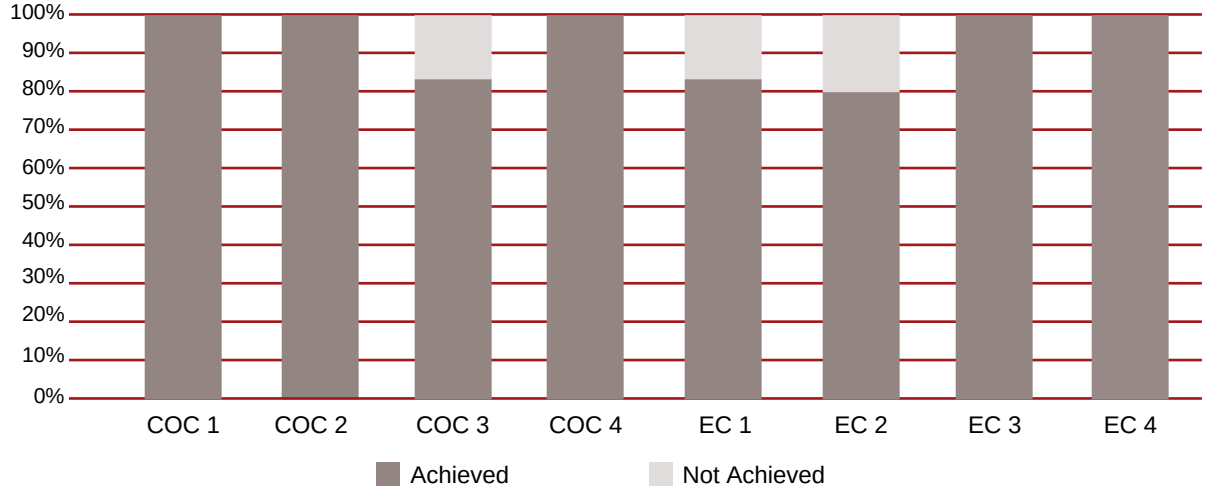
Staffing Levels:
- Full-time: 21
- Part-time: 16

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Massachusetts Commonwealth Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

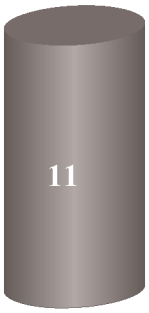
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Massachusetts Commonwealth Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

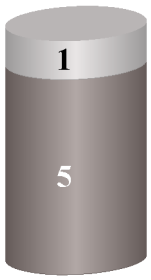
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Massachusetts Commonwealth Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Massachusetts Commonwealth Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

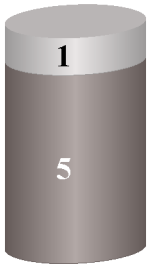
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Massachusetts Commonwealth Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Massachusetts Commonwealth Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Massachusetts Commonwealth Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Massachusetts Commonwealth Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

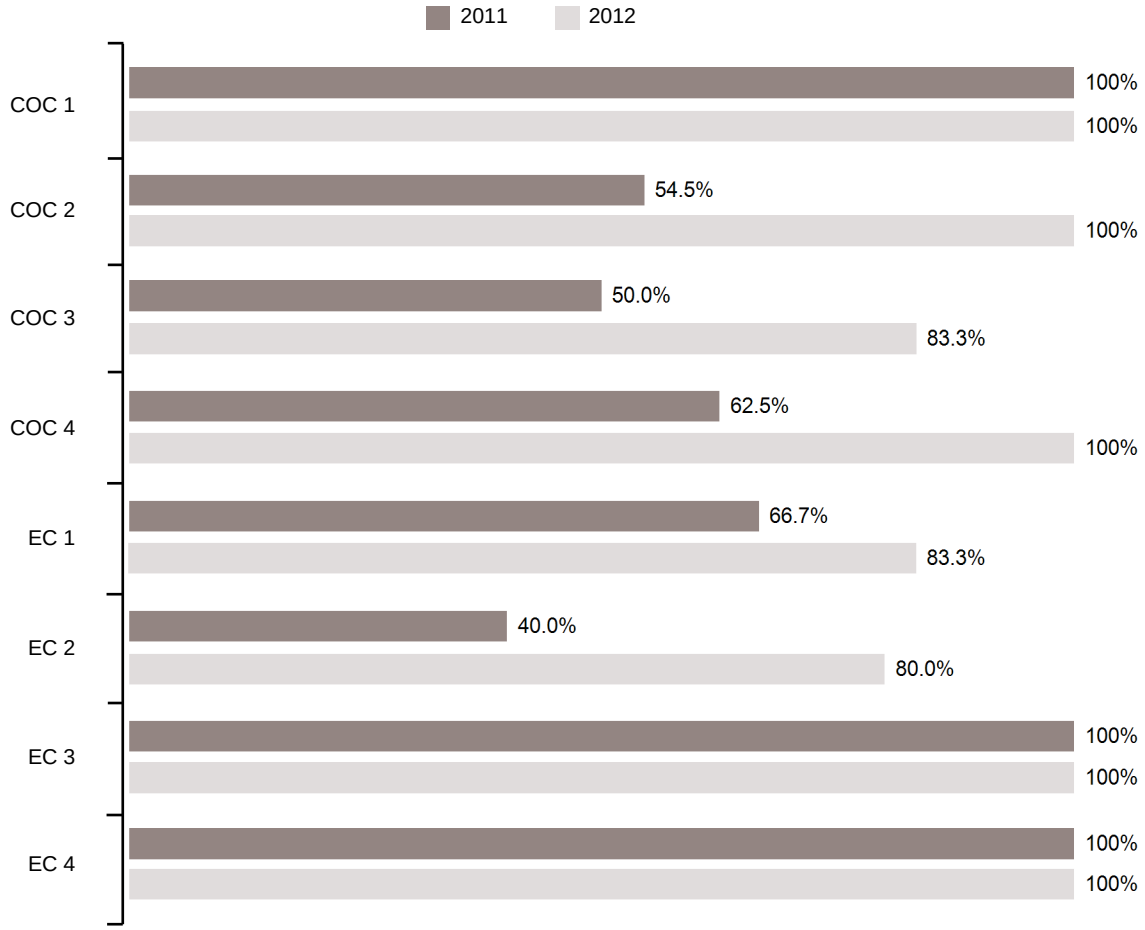
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	6	10.9	54.5%	11	20.0	100%
COC 3: Disseminate	6	3	10.0	50.0%	5	16.7	83.3%
COC 4: Gather	8	5	12.5	62.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	4	4.0	80.0%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Central Florida Intelligence Exchange

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

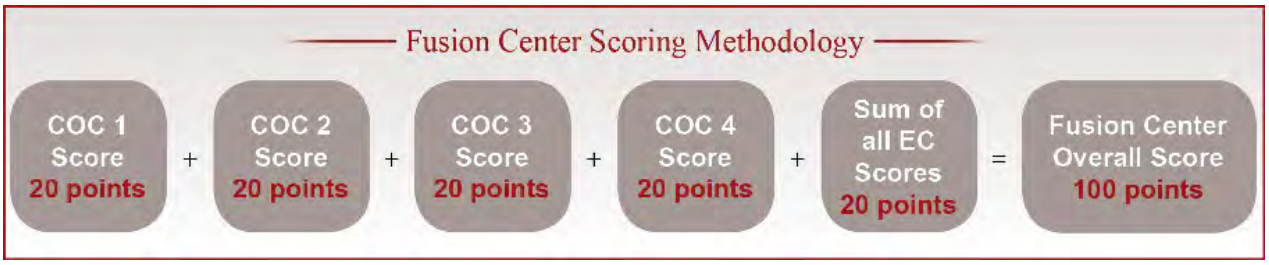
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Central Florida Intelligence Exchange

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

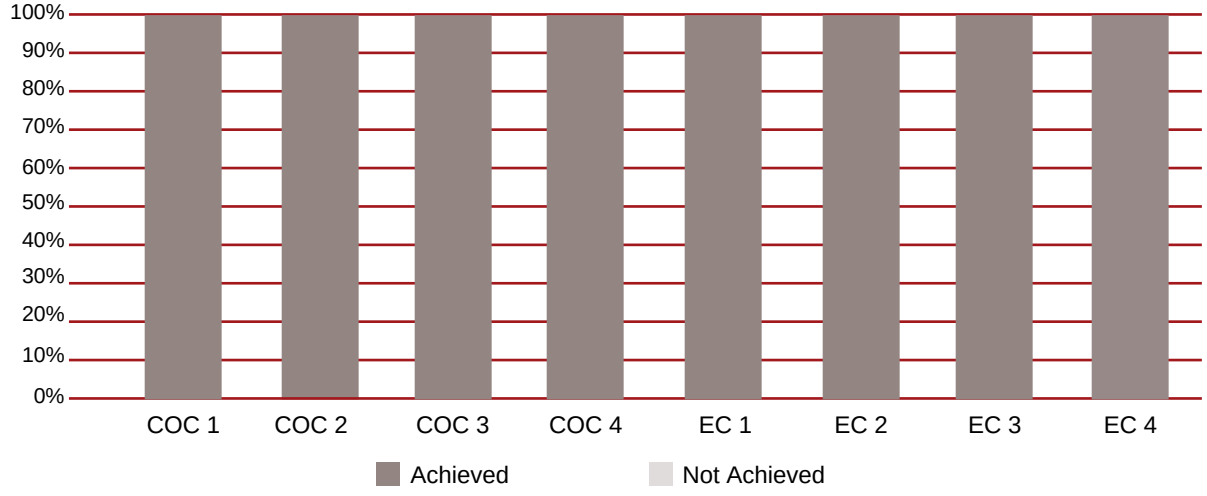
Staffing Levels:
- Full-time: 9
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.2%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Central Florida Intelligence Exchange has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

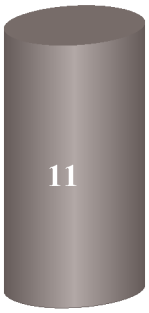
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Central Florida Intelligence Exchange has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Central Florida Intelligence Exchange has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Central Florida Intelligence Exchange has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Central Florida Intelligence Exchange has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

Attributes	Capability
1. Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2. Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3. Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4. Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5. Fusion center has identified a P/CRCL officer	Yes
6. Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Central Florida Intelligence Exchange has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Central Florida Intelligence Exchange has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Central Florida Intelligence Exchange has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

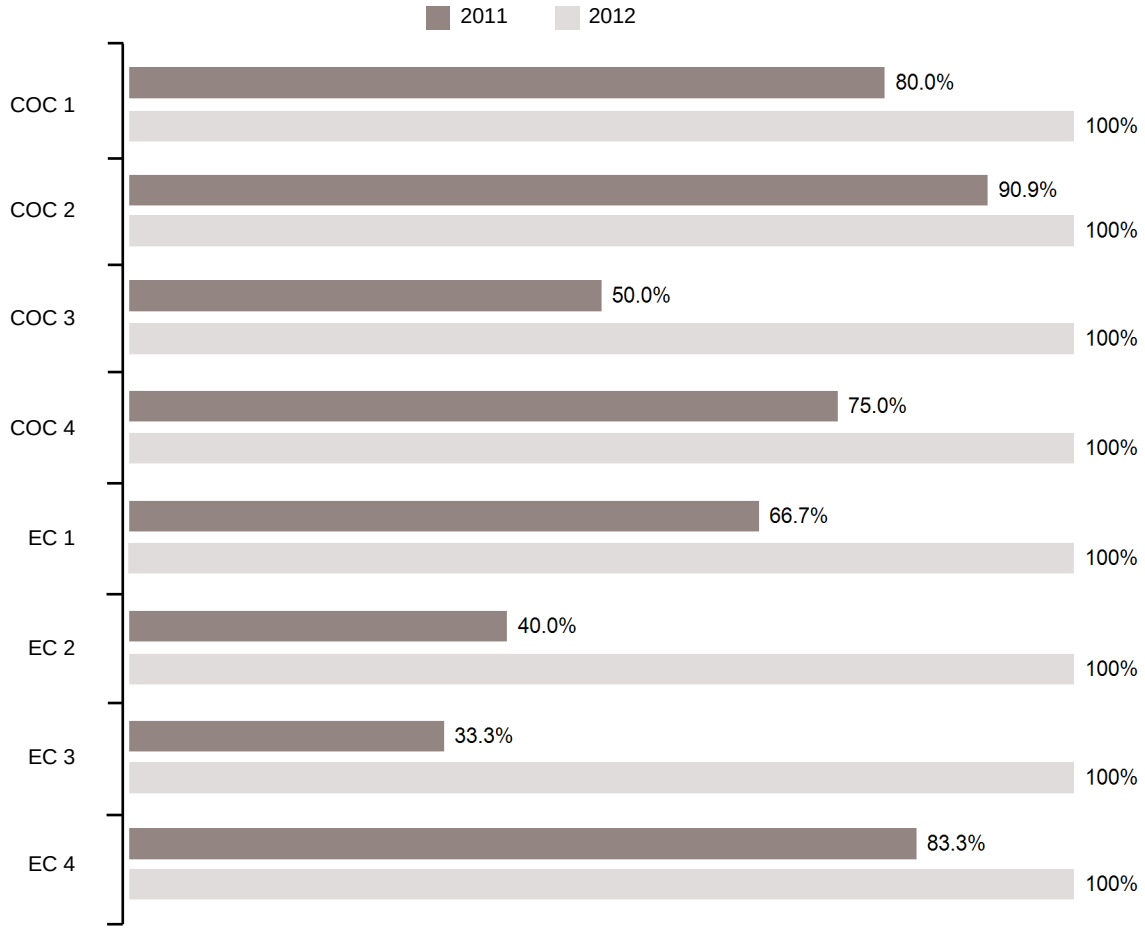
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	10	18.2	90.9%	11	20.0	100%
COC 3: Disseminate	6	3	10.0	50.0%	6	20.0	100%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	6	5.0	100%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	3	5.0	100%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Cincinnati/Hamilton County Regional Terrorism Early Warning Group

November 2012

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Introduction

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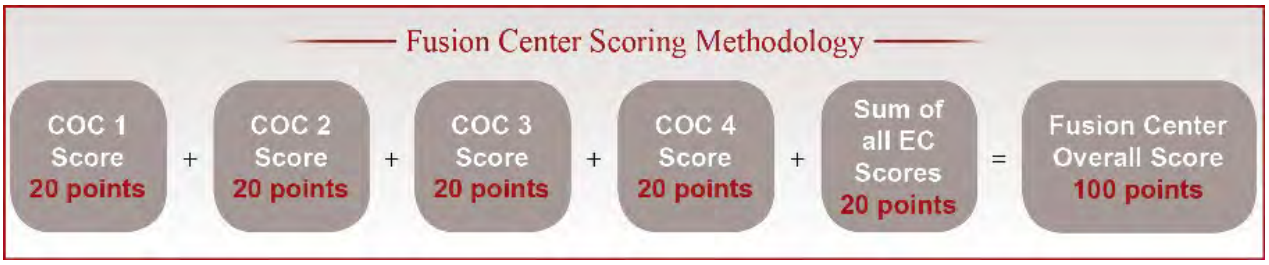
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Cincinnati/Hamilton County Regional Terrorism Early Warning Group

Demographic Information

Overall Score: **94.8**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2004

Mission: Counterterrorism, All-Crimes

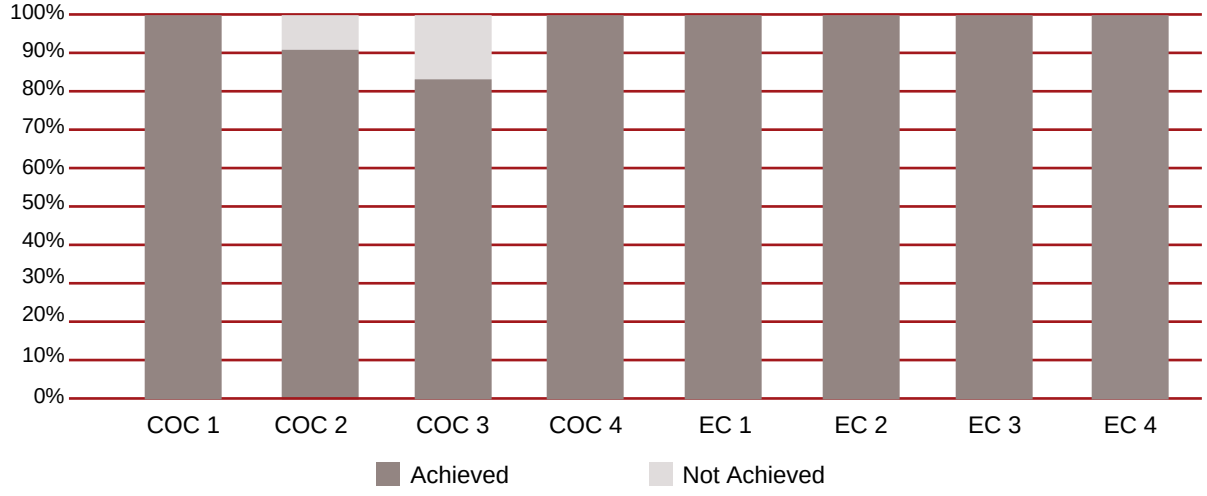
Staffing Levels:
- Full-time: 6
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Cincinnati/Hamilton County Regional Terrorism Early Warning Group has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Cincinnati/Hamilton County Regional Terrorism Early Warning Group has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

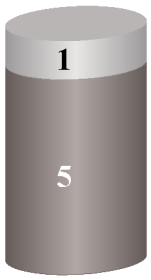
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Cincinnati/Hamilton County Regional Terrorism Early Warning Group has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Cincinnati/Hamilton County Regional Terrorism Early Warning Group has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Cincinnati/Hamilton County Regional Terrorism Early Warning Group has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Cincinnati/Hamilton County Regional Terrorism Early Warning Group has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Cincinnati/Hamilton County Regional Terrorism Early Warning Group has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Cincinnati/Hamilton County Regional Terrorism Early Warning Group has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

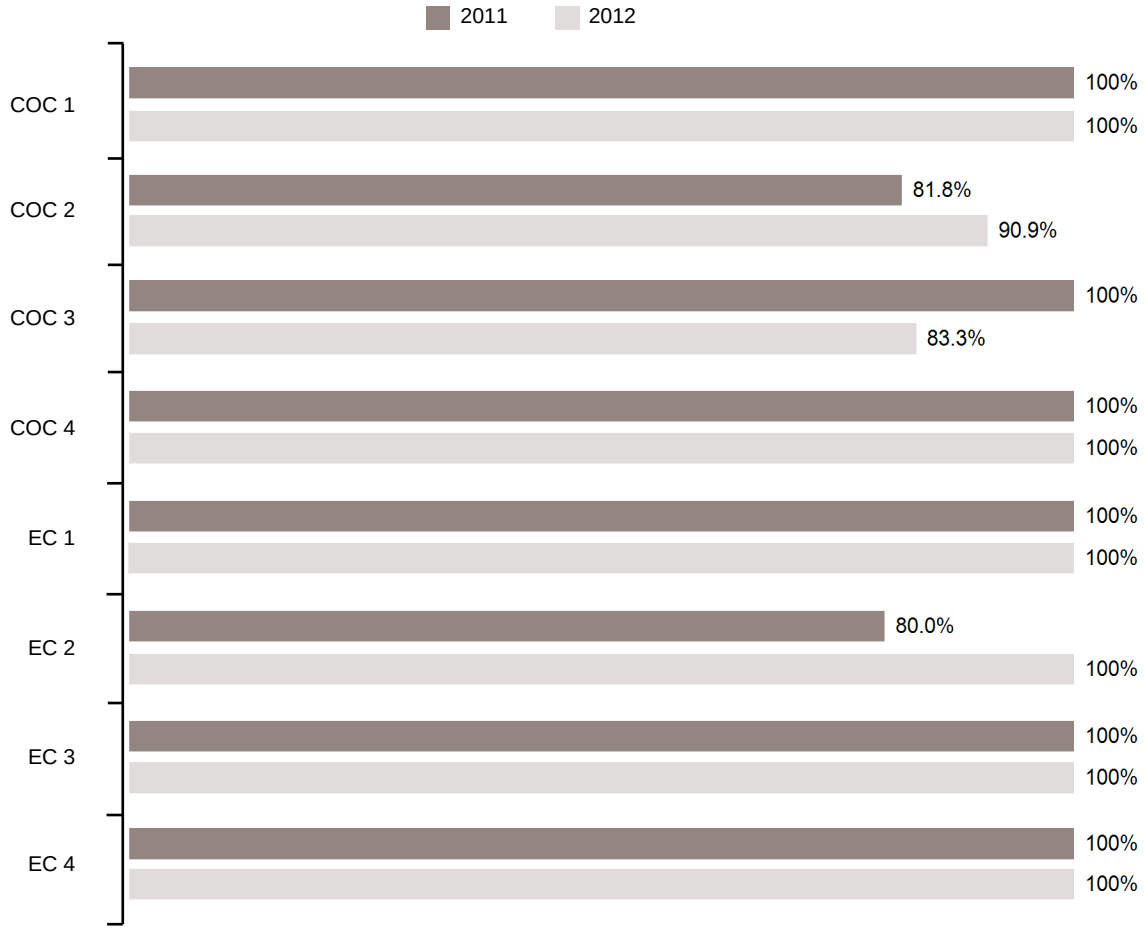
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	10	18.2	90.9%
COC 3: Disseminate	6	6	20.0	100%	5	16.7	83.3%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Colorado Information Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

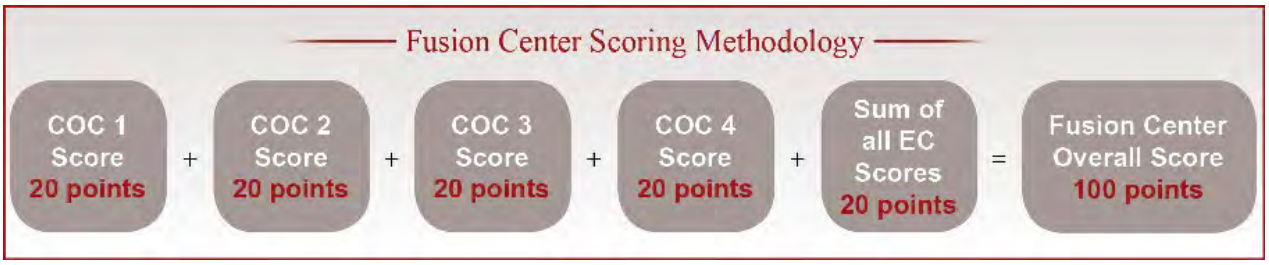
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Colorado Information Analysis Center

Demographic Information

Overall Score: **89.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

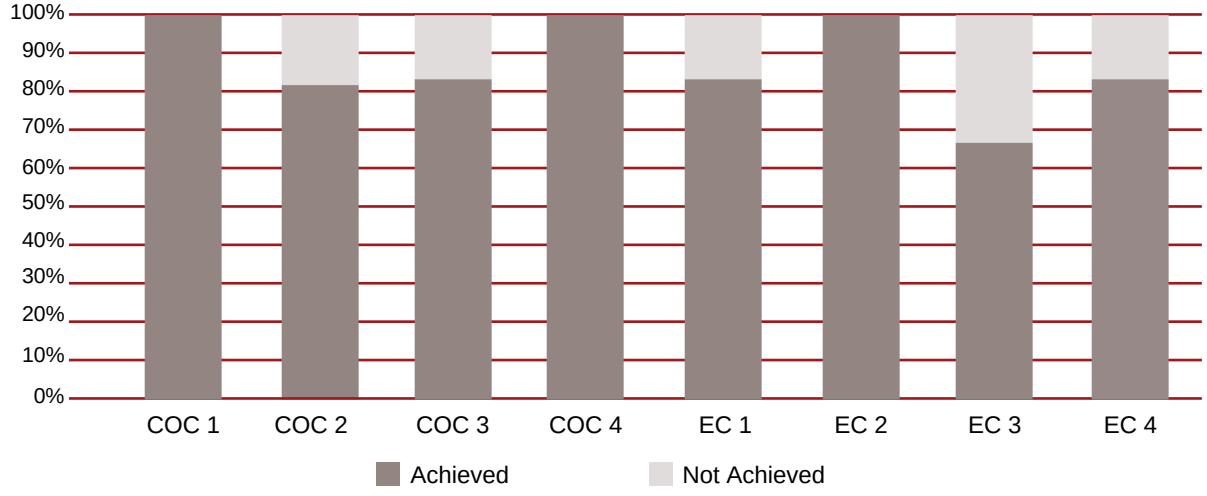
Staffing Levels:
- Full-time: 23
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Colorado Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Colorado Information Analysis Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

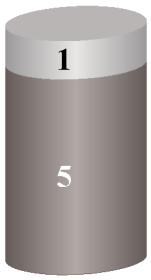
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Colorado Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Colorado Information Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

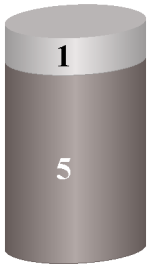
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Colorado Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Colorado Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

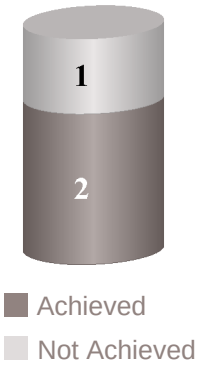
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Colorado Information Analysis Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 4.2
Percentage: 83.3%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Colorado Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

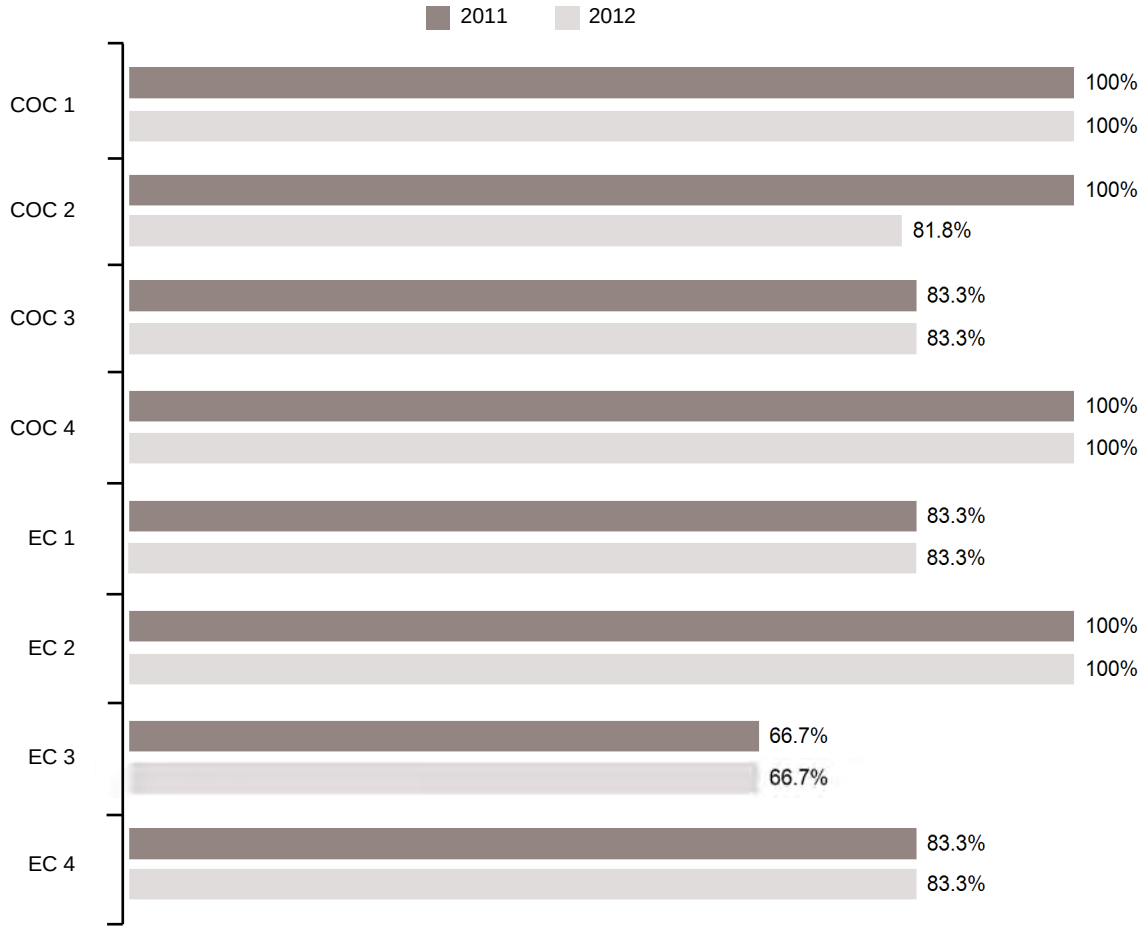
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	9	16.4	81.8%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	5	4.2	83.3%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Chicago Crime Prevention and Information Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

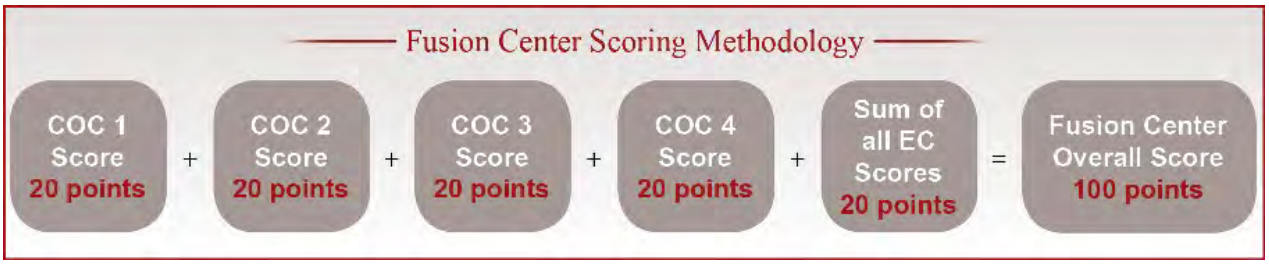
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Chicago Crime Prevention and Information Center

Demographic Information

Overall Score: **93.7**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

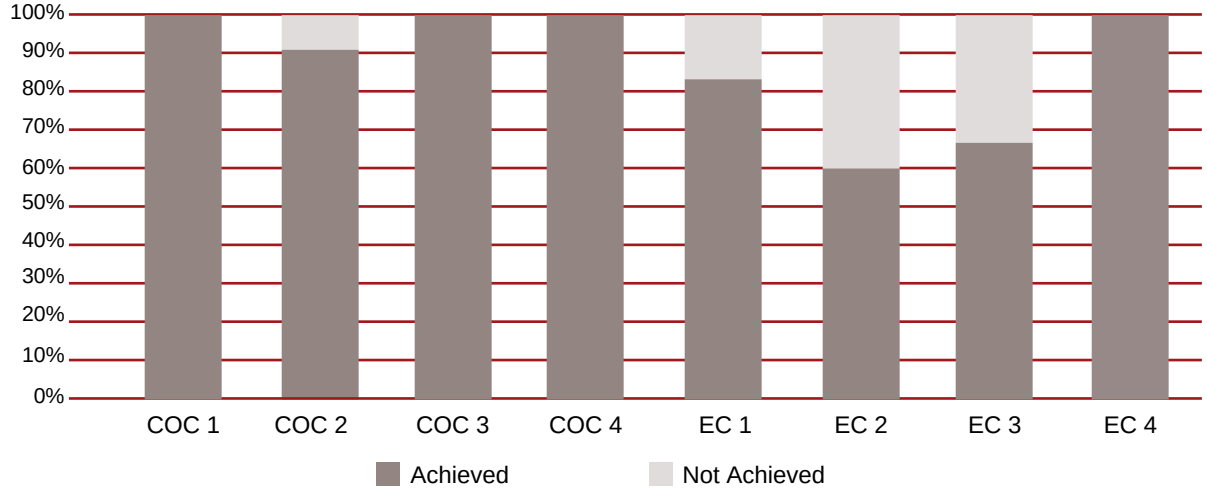
Staffing Levels:
- Full-time: 43
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Chicago Crime Prevention and Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Chicago Crime Prevention and Information Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Chicago Crime Prevention and Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Chicago Crime Prevention and Information Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

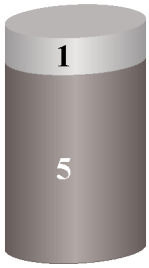
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Chicago Crime Prevention and Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

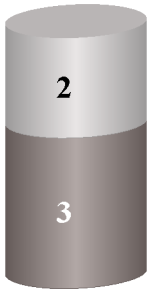
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Chicago Crime Prevention and Information Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

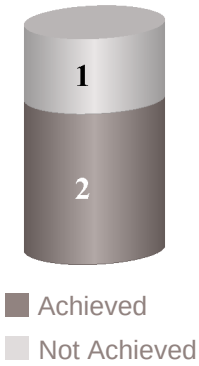
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Chicago Crime Prevention and Information Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Chicago Crime Prevention and Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

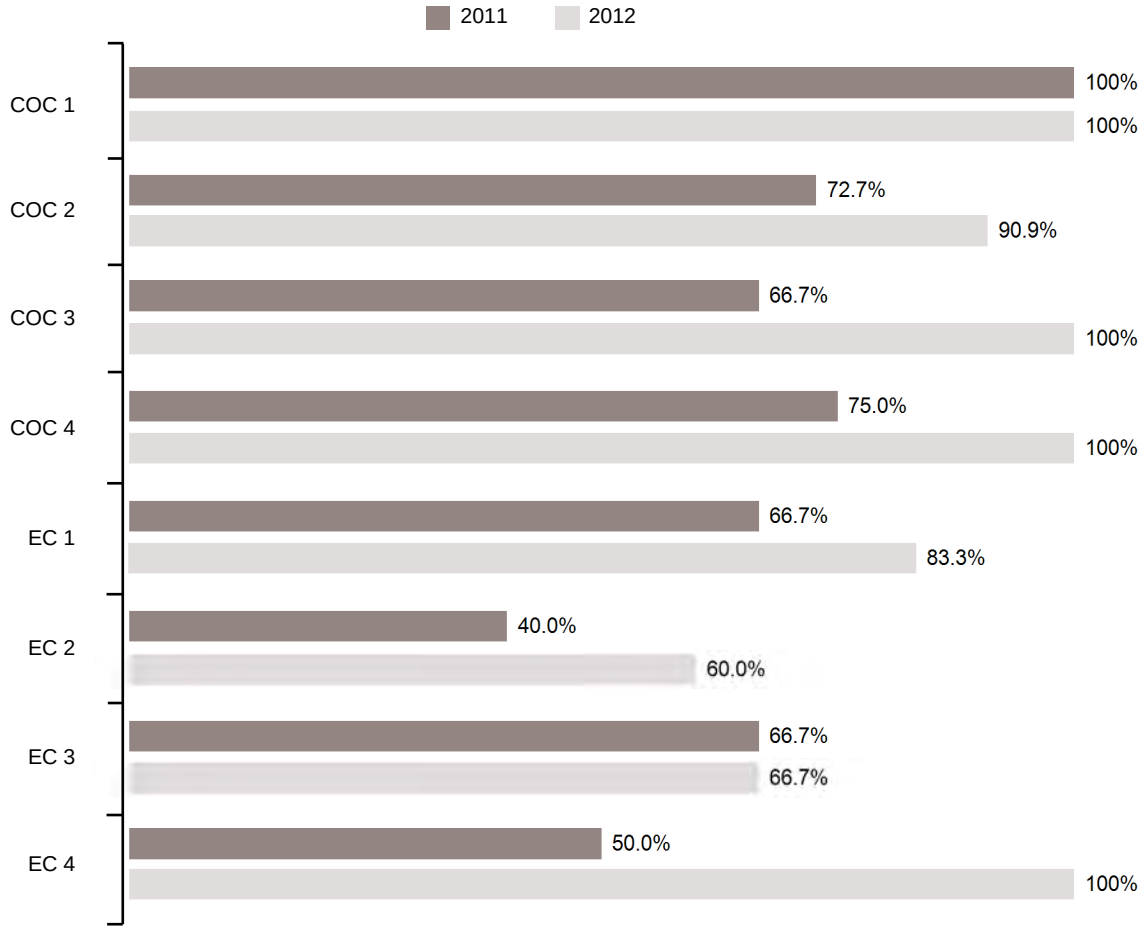
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	3	3.0	60.0%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	3	2.5	50.0%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Connecticut Intelligence Center

November 2012

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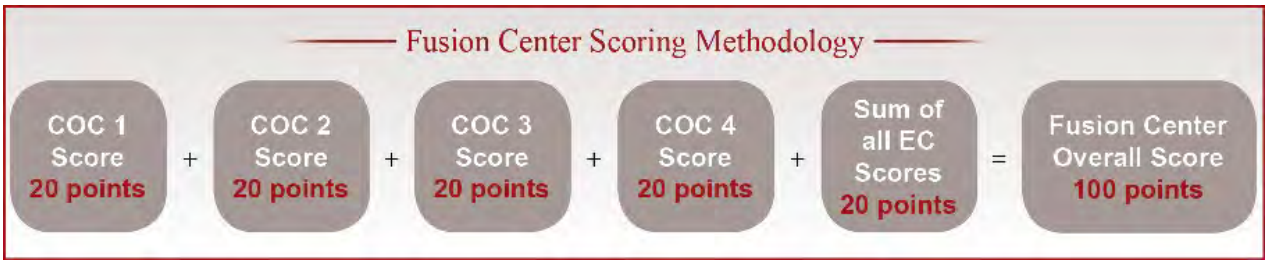
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Connecticut Intelligence Center

Demographic Information

RAC Category:	Primary
Year Fusion Center Established:	2005
Mission:	All-Crimes
Staffing Levels:	
• Full-time:	13
• Part-time:	1

Overall Score: **73.7**

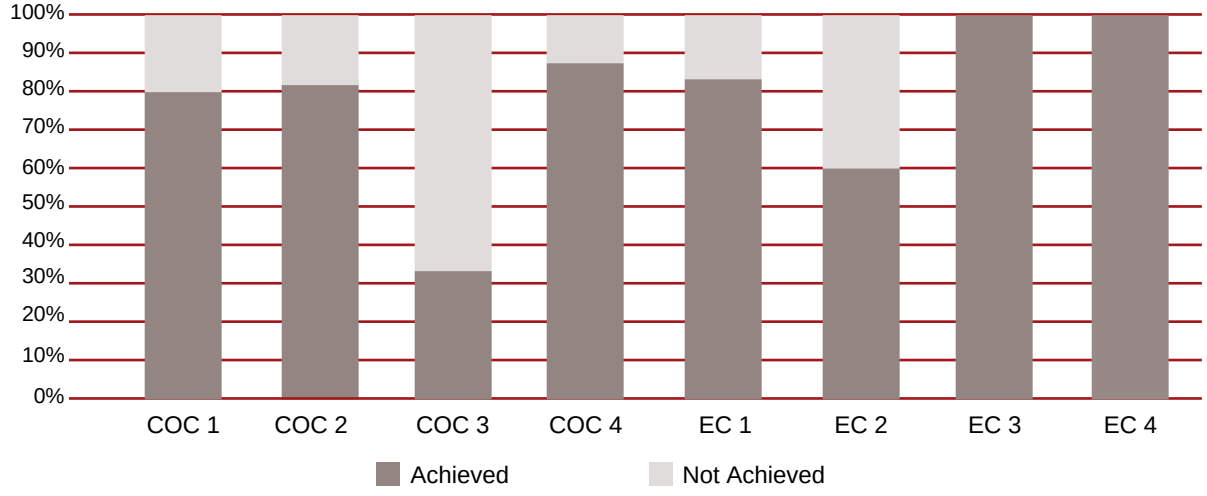
National Network Average: **88.2**

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	2	6.7	33.3%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Connecticut Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Connecticut Intelligence Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 6.7
Percentage: 33.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Connecticut Intelligence Center has achieved 2 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	2	20.0	6.7	33.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	No
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Connecticut Intelligence Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	No

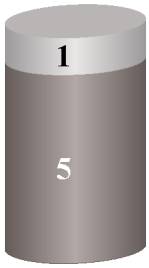
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Connecticut Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

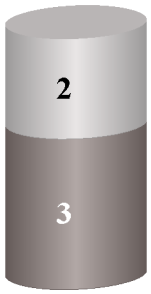
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Connecticut Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Connecticut Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Connecticut Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

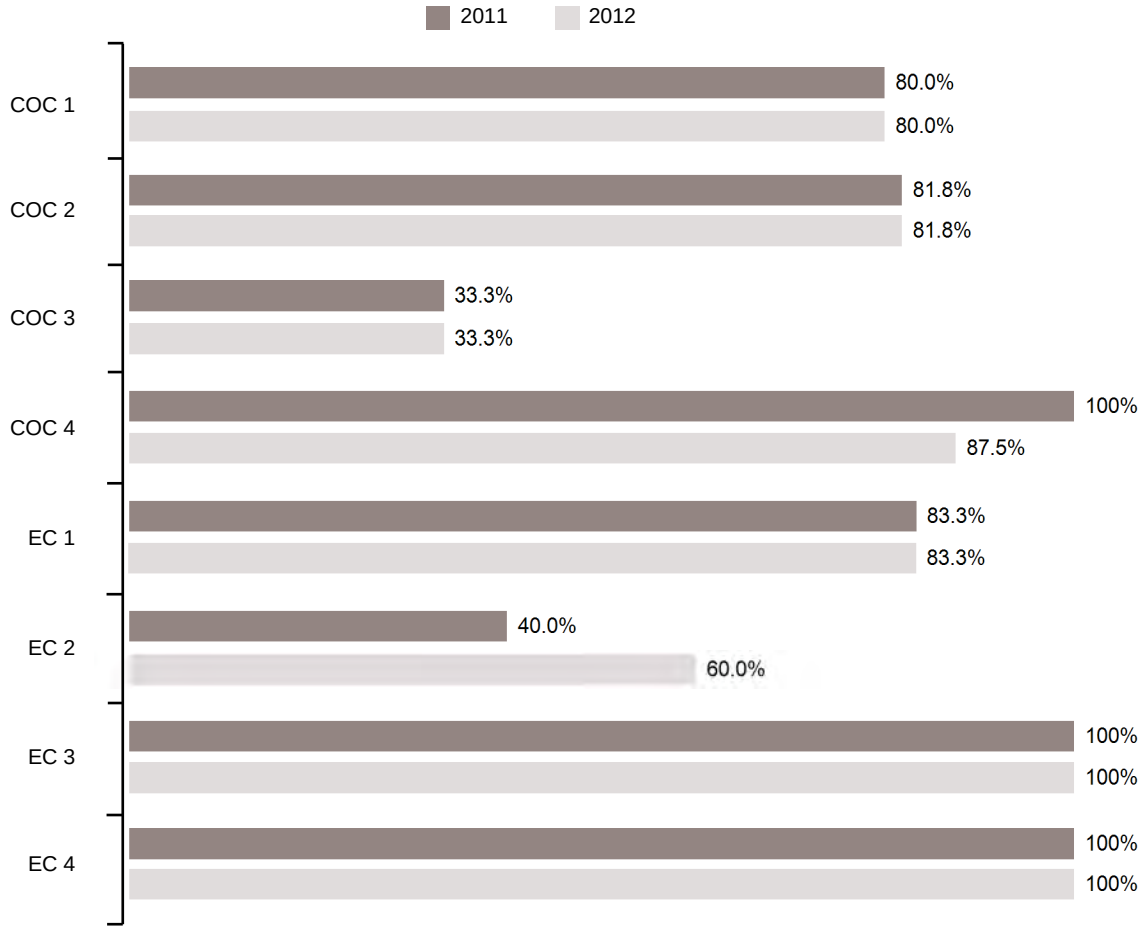
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	9	16.4	81.8%	9	16.4	81.8%
COC 3: Disseminate	6	2	6.7	33.3%	2	6.7	33.3%
COC 4: Gather	8	8	20.0	100%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	3	3.0	60.0%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Delaware Information and Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

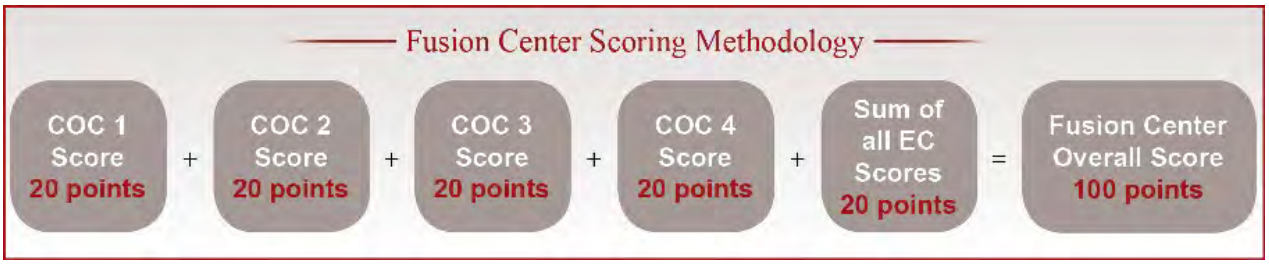
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Delaware Information and Analysis Center

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

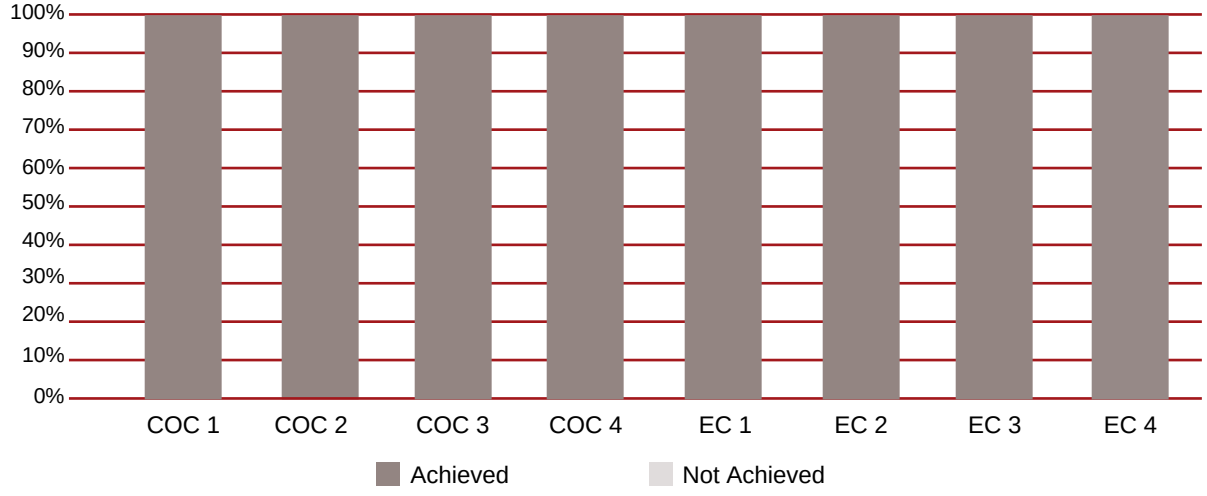
Staffing Levels:
- Full-time: 13
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Delaware Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

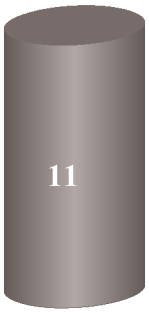
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Delaware Information and Analysis Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Delaware Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Delaware Information and Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Delaware Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Delaware Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Delaware Information and Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Delaware Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

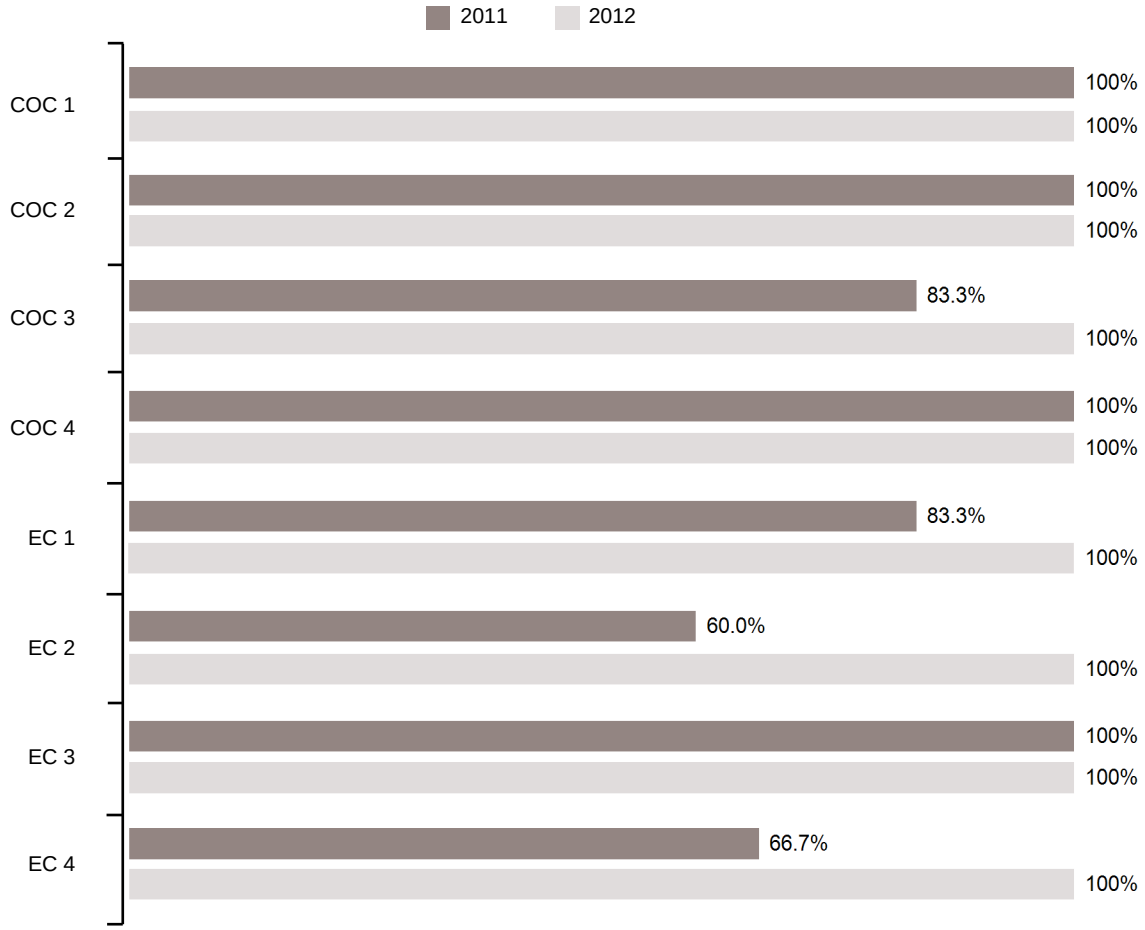
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	5	16.7	83.3%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Detroit and Southeast Michigan Information and Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

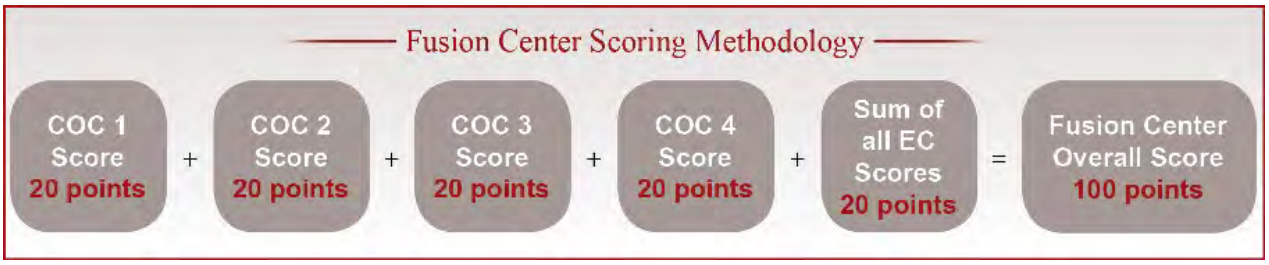
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Detroit and Southeast Michigan Information and Intelligence Center

Demographic Information

Overall Score: **94.2**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2011

Mission: Counterterrorism, All-Crimes, All-Hazards

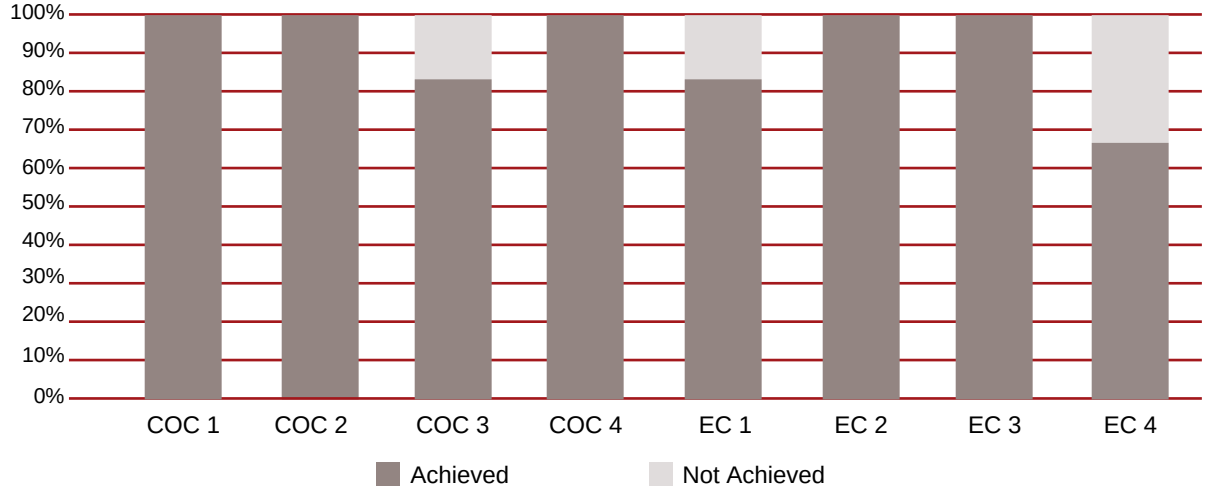
Staffing Levels:
- Full-time: 8
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	4	3.3	66.7%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Detroit and Southeast Michigan Information and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

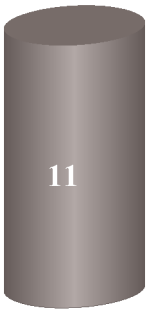
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Detroit and Southeast Michigan Information and Intelligence Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

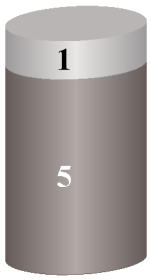
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Detroit and Southeast Michigan Information and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Detroit and Southeast Michigan Information and Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

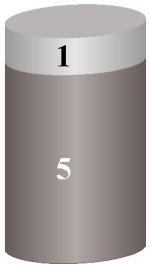
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Detroit and Southeast Michigan Information and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Detroit and Southeast Michigan Information and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Detroit and Southeast Michigan Information and Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

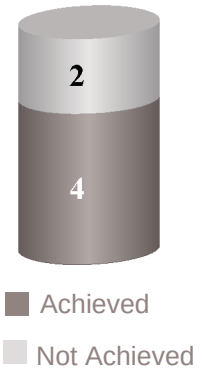
EC 4: Security

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Detroit and Southeast Michigan Information and Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

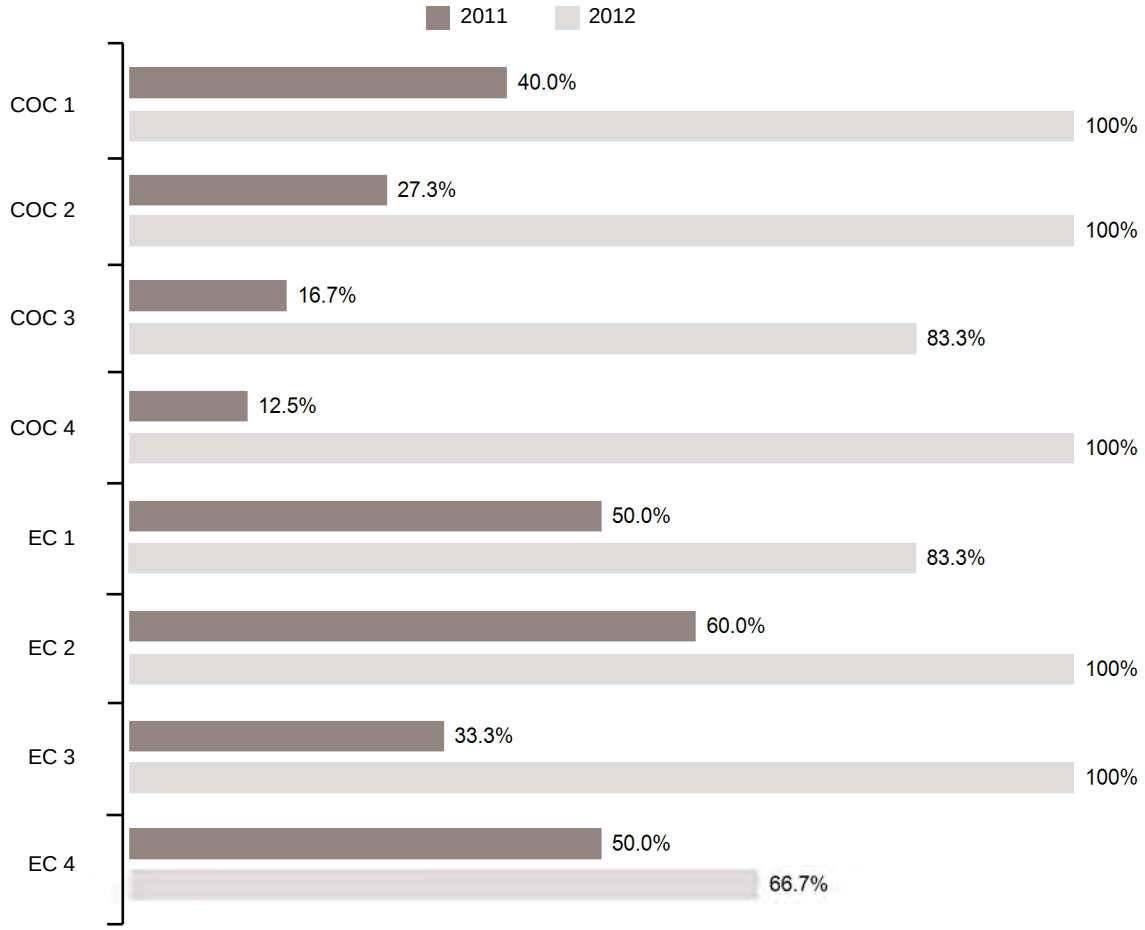
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	2	8.0	40.0%	5	20.0	100%
COC 2: Analyze	11	3	5.5	27.3%	11	20.0	100%
COC 3: Disseminate	6	1	3.3	16.7%	5	16.7	83.3%
COC 4: Gather	8	1	2.5	12.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	3	2.5	50.0%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	3	5.0	100%
EC 4: Security	6	3	2.5	50.0%	4	3.3	66.7%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Delaware Valley Intelligence Center

November 2012

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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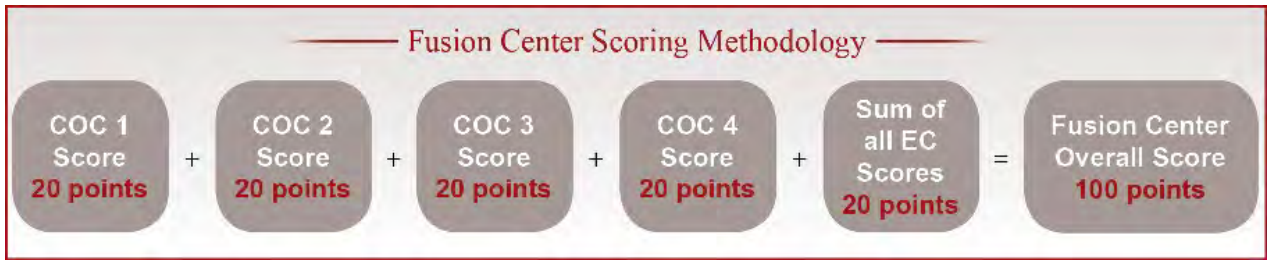
The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Delaware Valley Intelligence Center

Demographic Information

Overall Score: **78.7**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2010

Mission: Counterterrorism, All-Crimes, All-Hazards

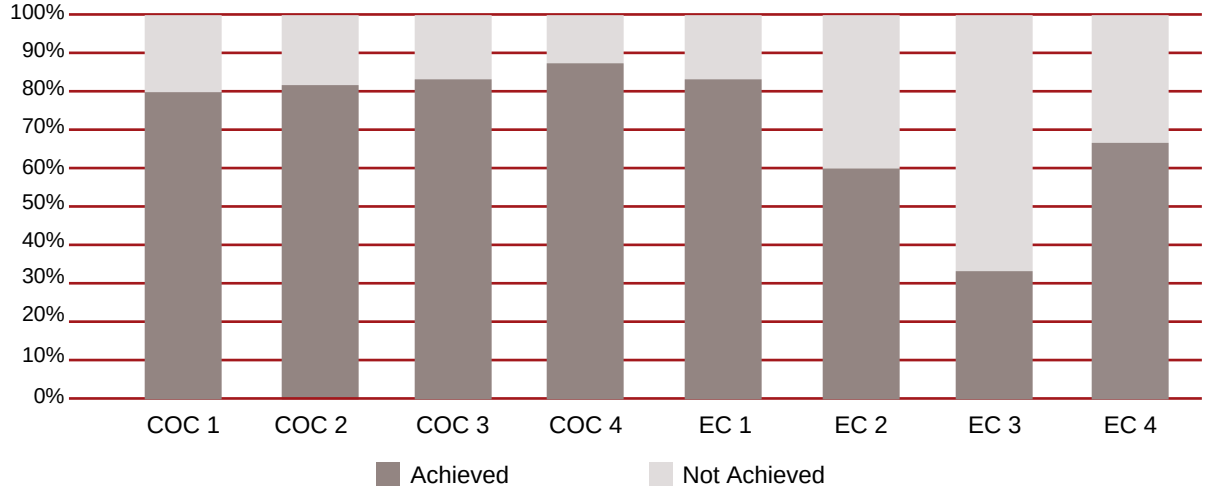
Staffing Levels:
- Full-time: 9
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	1	1.7	33.3%	4.1	81.8%
EC 4: Security	6	4	3.3	66.7%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Delaware Valley Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Delaware Valley Intelligence Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

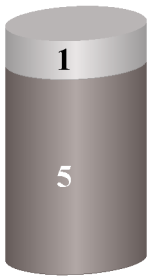
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Delaware Valley Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Delaware Valley Intelligence Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

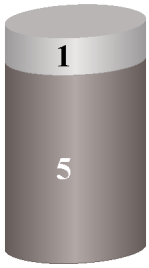
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Delaware Valley Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

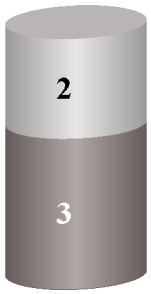
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Delaware Valley Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

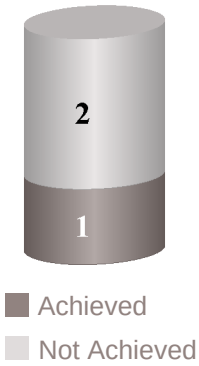
EC 3: Communications and Outreach

COC Score: 1.7
Percentage: 33.3%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Delaware Valley Intelligence Center has achieved 1 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	1	5.0	1.7	33.3%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	No

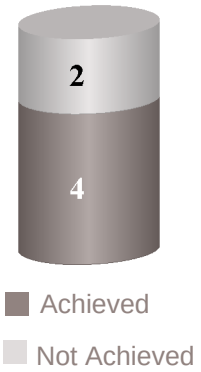
EC 4: Security

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Delaware Valley Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

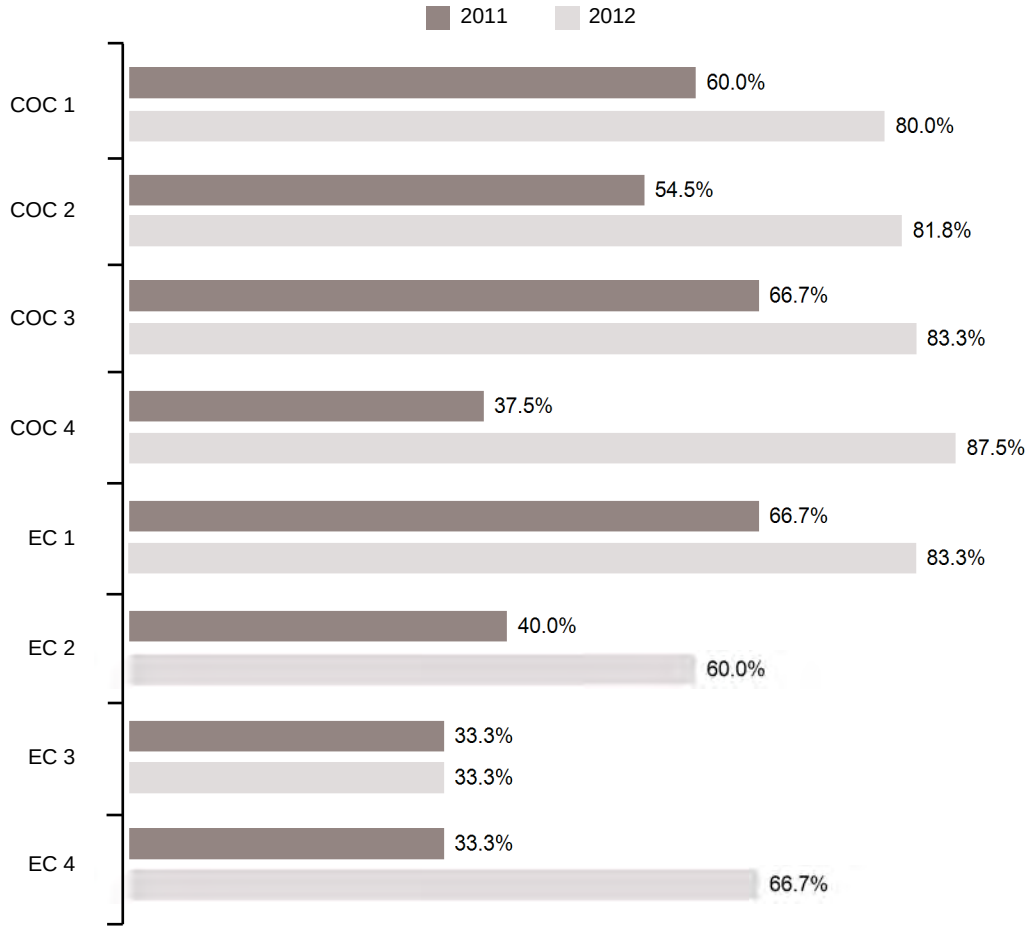
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	No
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	3	12.0	60.0%	4	16.0	80.0%
COC 2: Analyze	11	6	10.9	54.5%	9	16.4	81.8%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	3	7.5	37.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	3	3.0	60.0%
EC 3: Communications	3	1	1.7	33.3%	1	1.7	33.3%
EC 4: Security	6	2	1.7	33.3%	4	3.3	66.7%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Florida Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

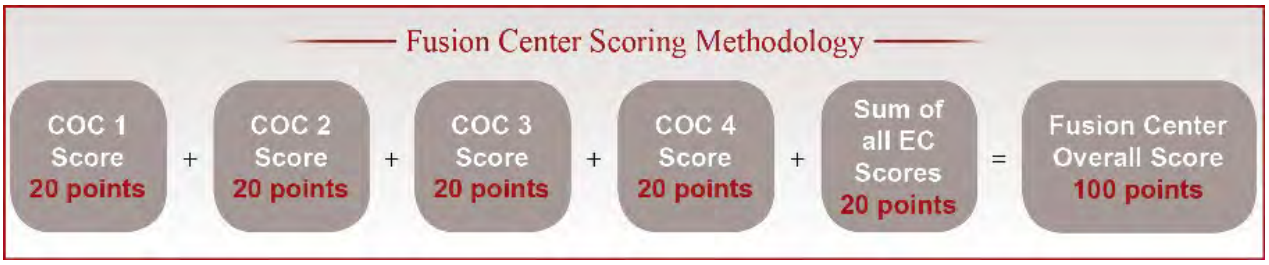
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Florida Fusion Center

Demographic Information

Overall Score: **93.3**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

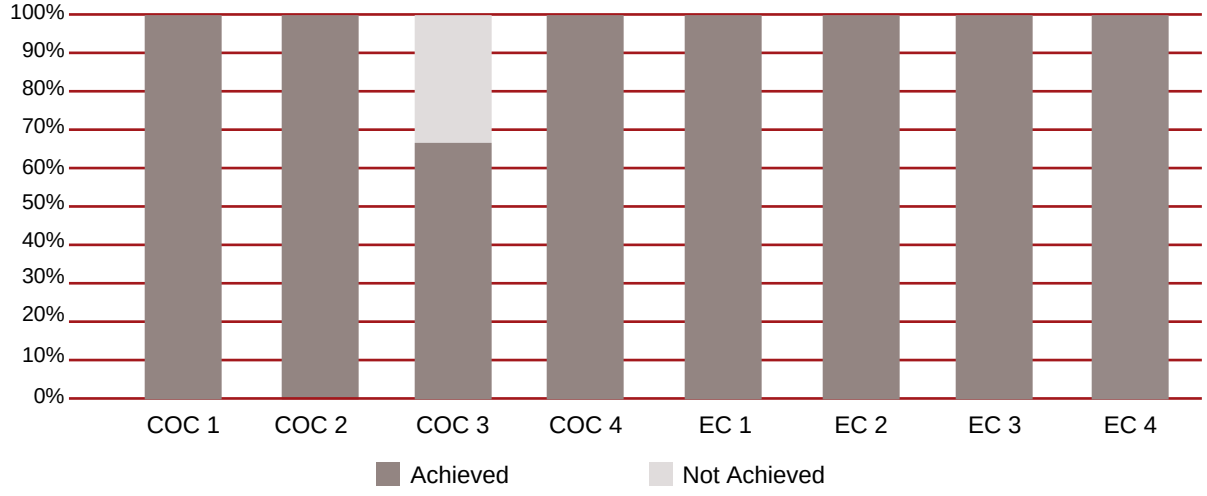
Staffing Levels:
- Full-time: 35
- Part-time: 35

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Florida Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

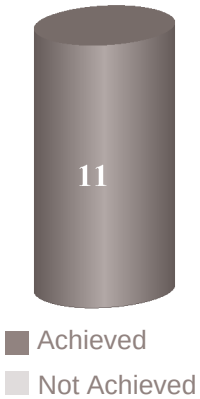
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Florida Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

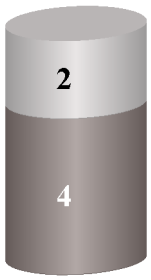
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Florida Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Florida Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Florida Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Florida Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Florida Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Florida Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

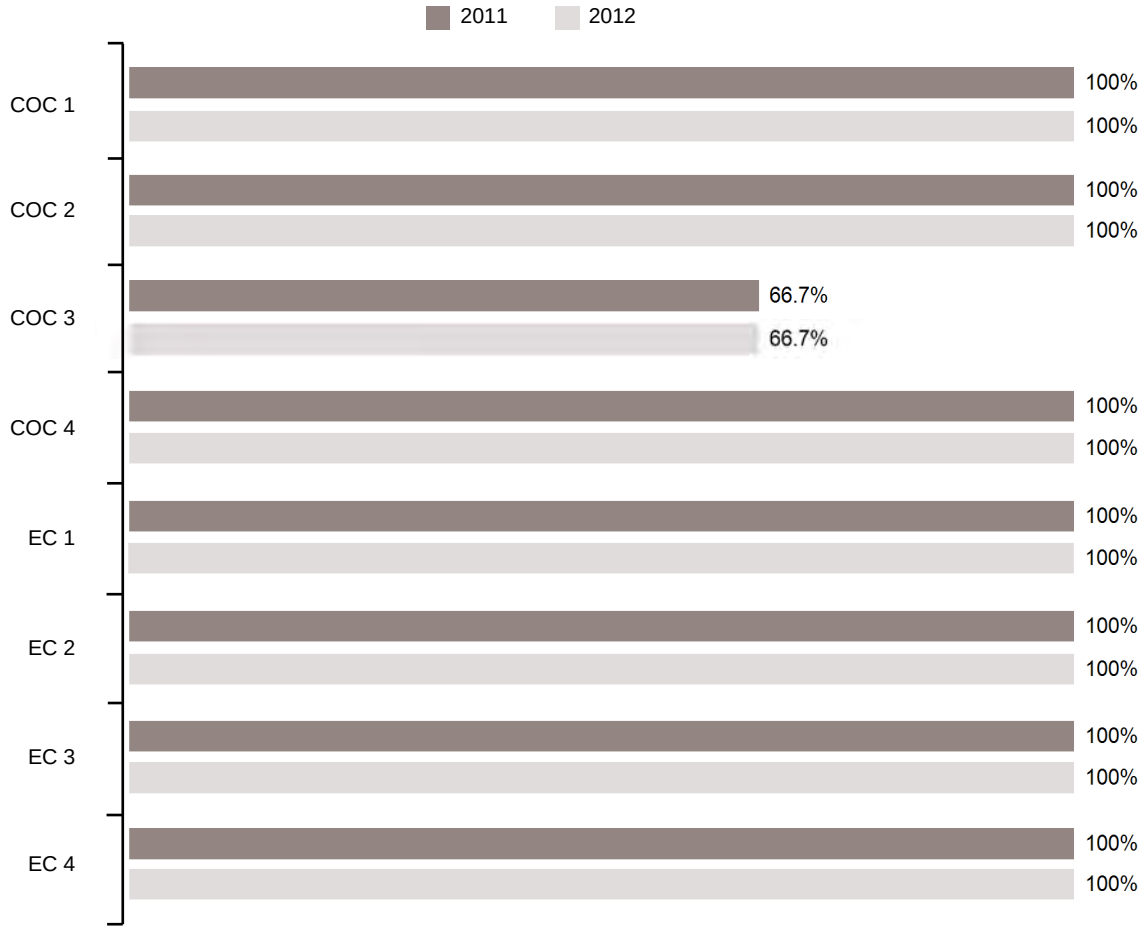
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	4	13.3	66.7%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Georgia Information Sharing and Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

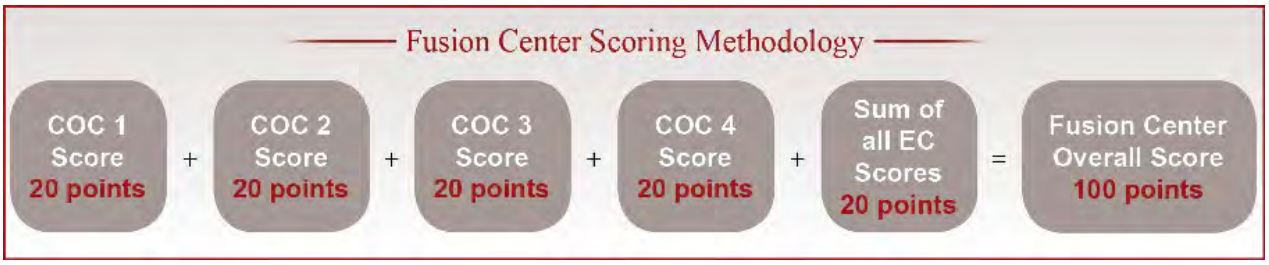
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Georgia Information Sharing and Analysis Center

Demographic Information

Overall Score: **89.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2001

Mission: Counterterrorism, All-Crimes

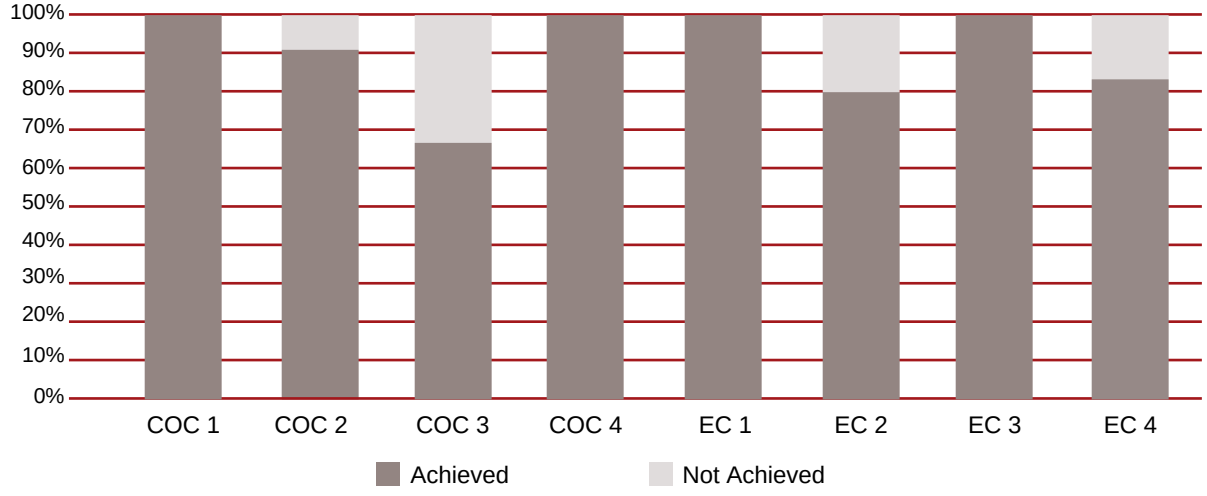
Staffing Levels:
- Full-time: 26
- Part-time: 5

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Georgia Information Sharing and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Georgia Information Sharing and Analysis Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

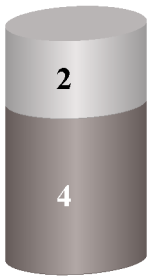
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Georgia Information Sharing and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Georgia Information Sharing and Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Georgia Information Sharing and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Georgia Information Sharing and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Georgia Information Sharing and Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **4.2**
Percentage: **83.3%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Georgia Information Sharing and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

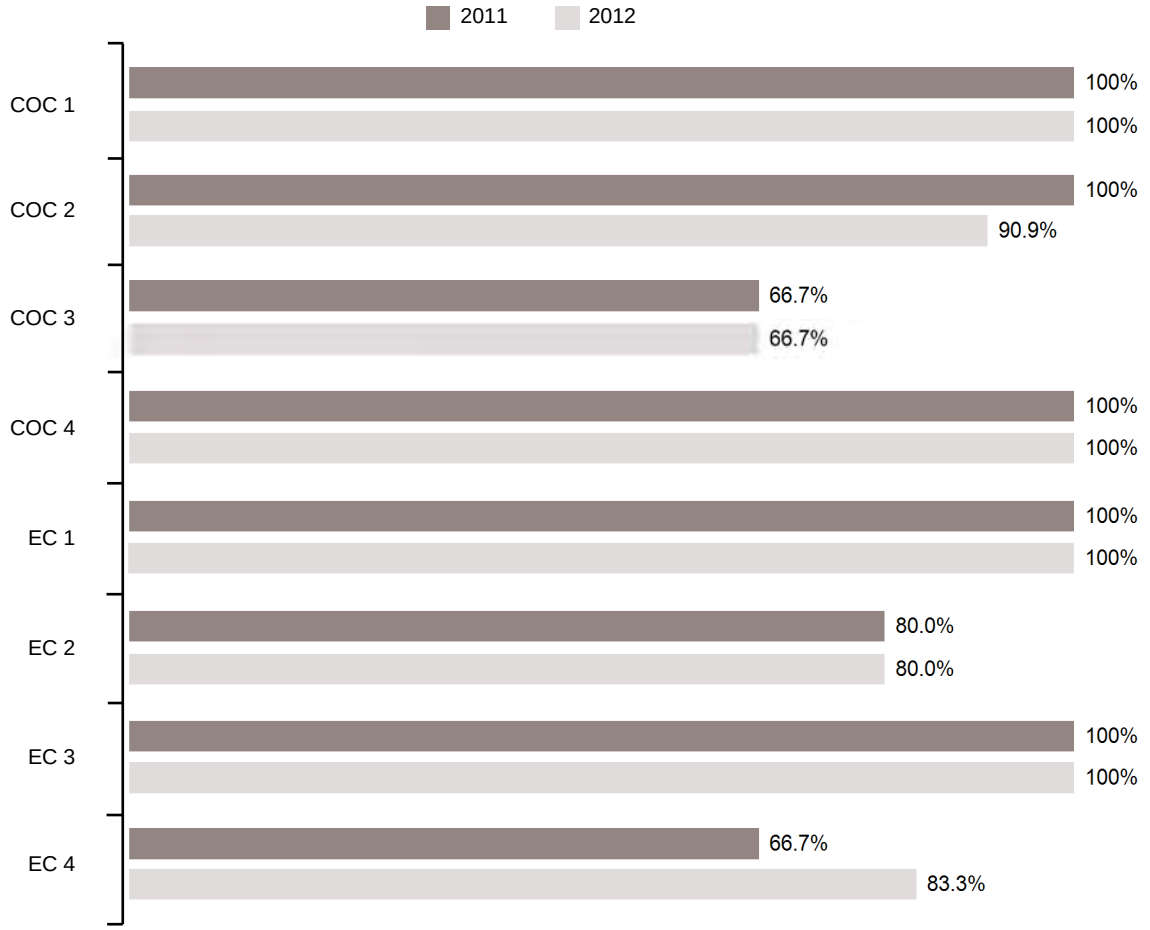
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	4	13.3	66.7%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Houston Regional Intelligence Service Center

November 2012

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Introduction

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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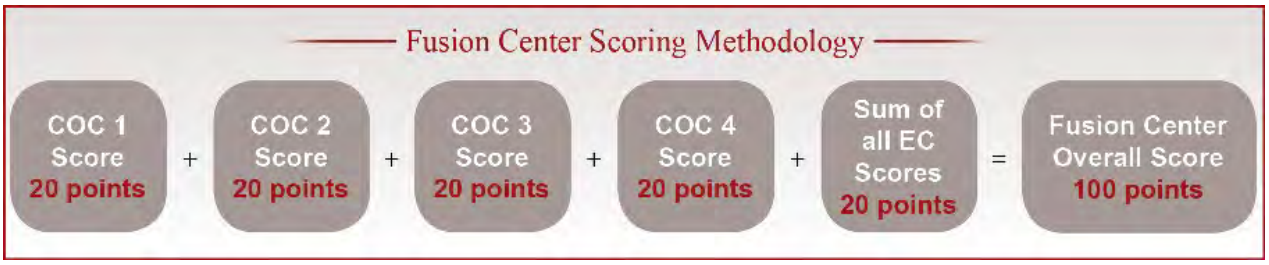
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Houston Regional Intelligence Service Center

Demographic Information

Overall Score: **90.4**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes

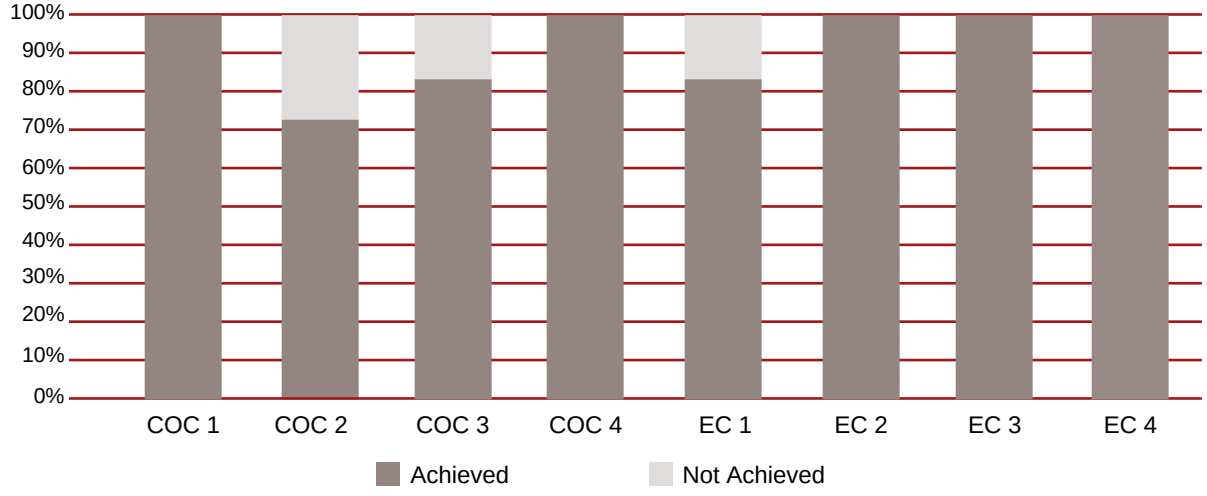
Staffing Levels:
- Full-time: 13
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	8	14.5	72.7%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Houston Regional Intelligence Service Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 14.5
Percentage: 72.7%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Houston Regional Intelligence Service Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	8	20.0	14.5	72.7%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

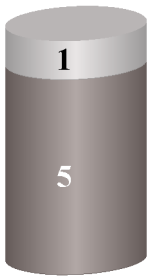
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Houston Regional Intelligence Service Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Houston Regional Intelligence Service Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

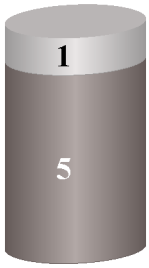
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Houston Regional Intelligence Service Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Houston Regional Intelligence Service Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Houston Regional Intelligence Service Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Houston Regional Intelligence Service Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

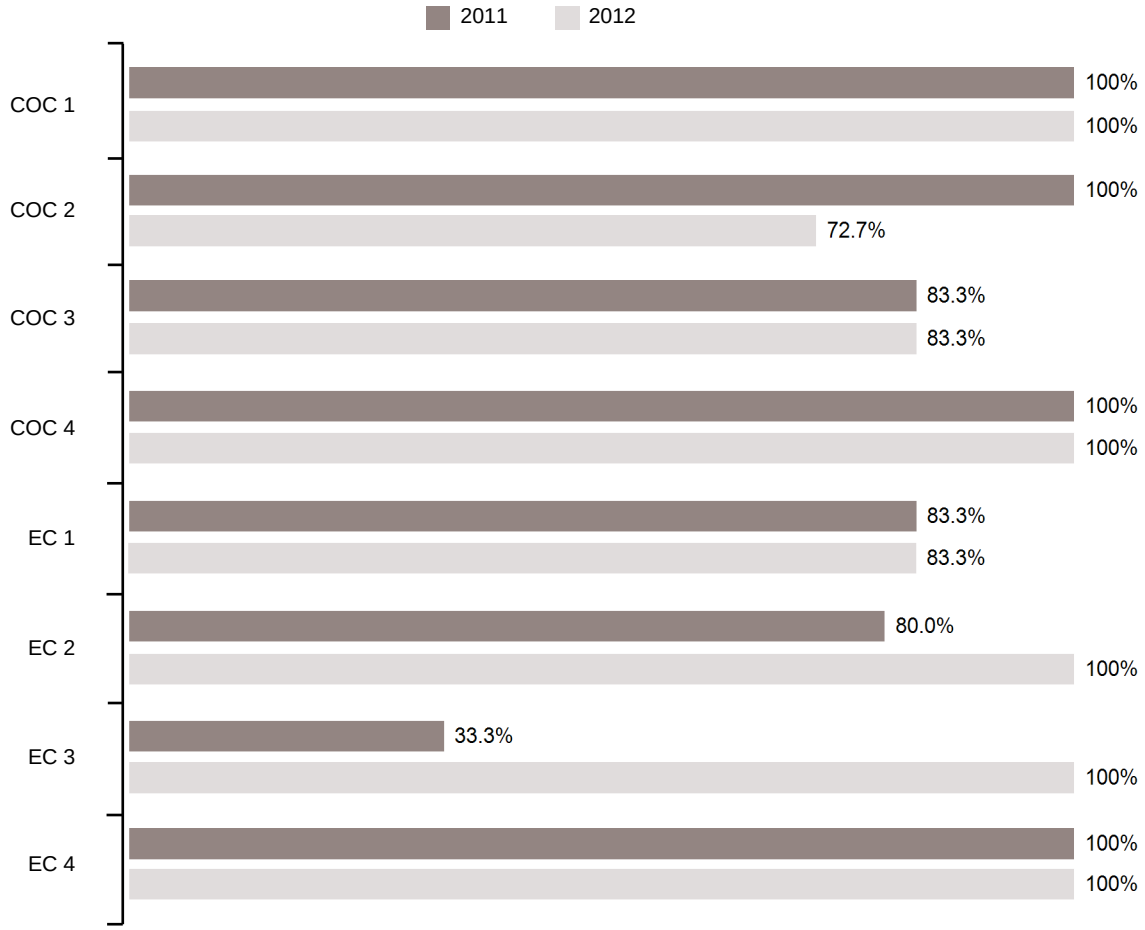
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	8	14.5	72.7%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Idaho Criminal Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

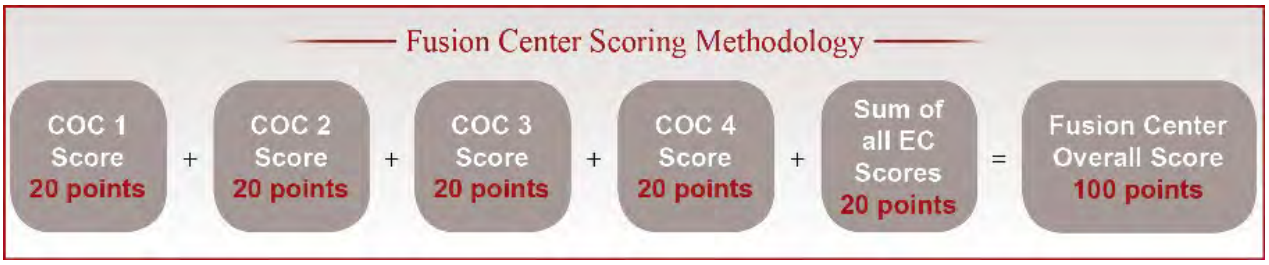
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Idaho Criminal Intelligence Center

Demographic Information

Overall Score:	**87.9**
National Network Average:	**88.2**

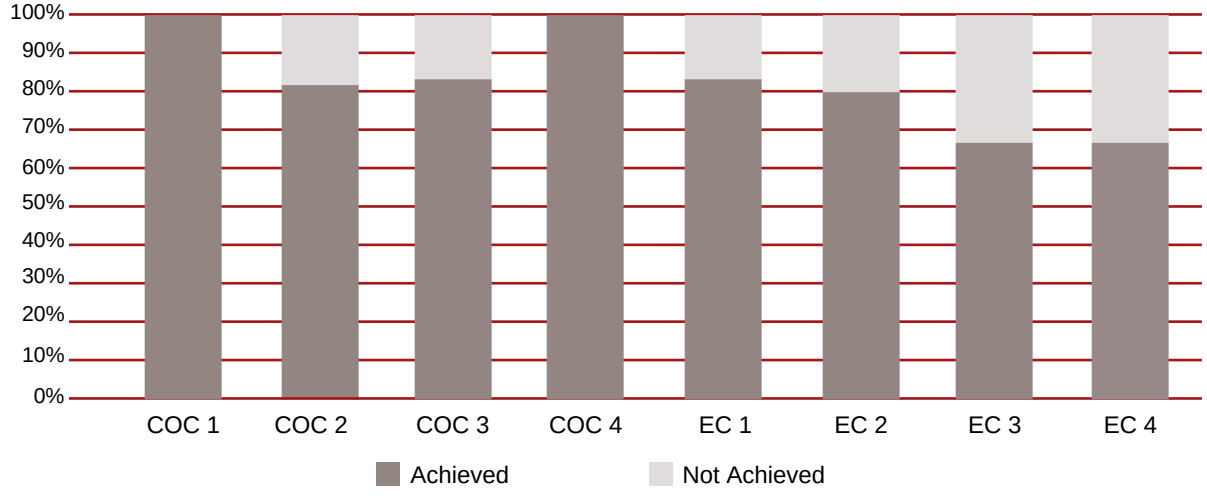
RAC Category:	Primary
Year Fusion Center Established:	2009
Mission:	Counterterrorism, All-Crimes
Staffing Levels:	
• Full-time:	6
• Part-time:	9

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	4	3.3	66.7%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Idaho Criminal Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Idaho Criminal Intelligence Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

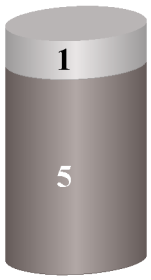
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Idaho Criminal Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Idaho Criminal Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

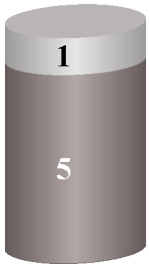
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Idaho Criminal Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Idaho Criminal Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

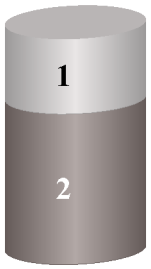
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Idaho Criminal Intelligence Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **3.3**
Percentage: **66.7%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Idaho Criminal Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

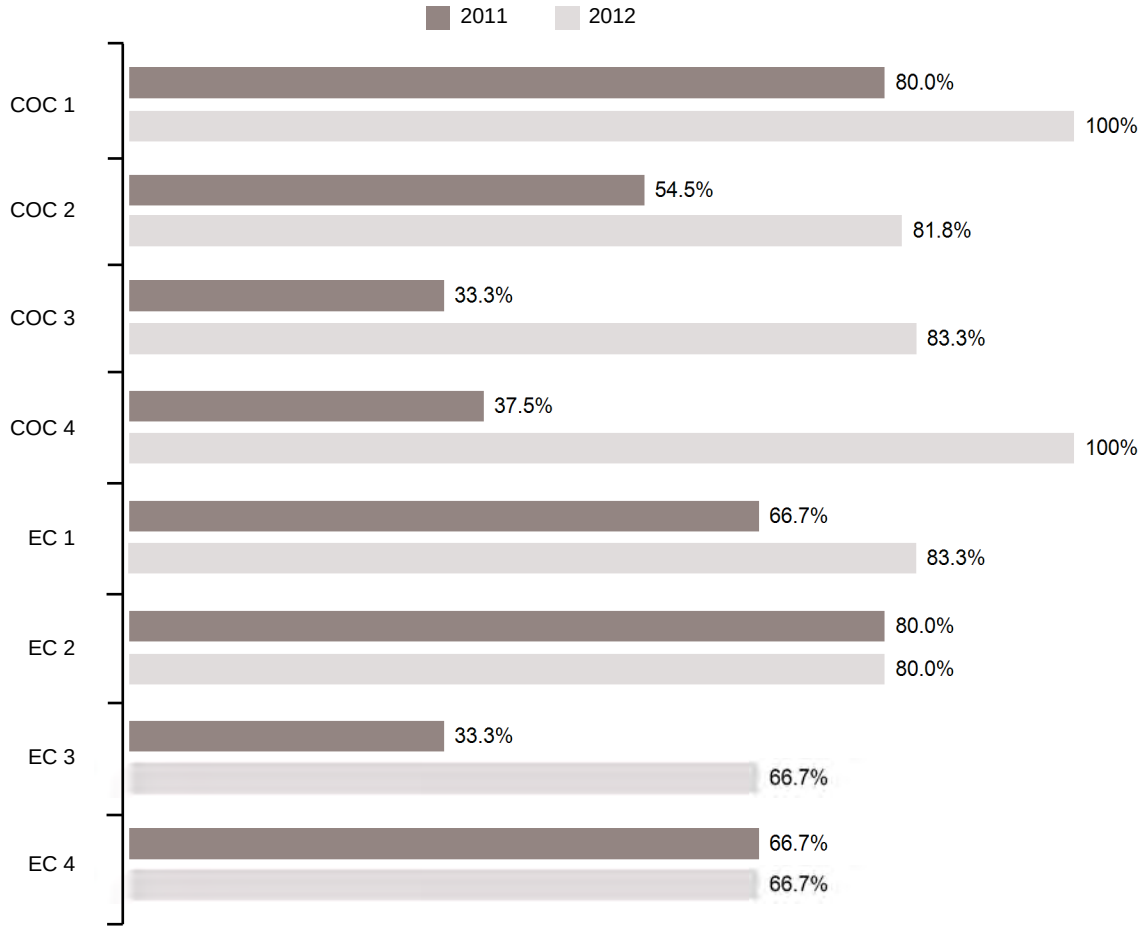
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	No
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	6	10.9	54.5%	9	16.4	81.8%
COC 3: Disseminate	6	2	6.7	33.3%	5	16.7	83.3%
COC 4: Gather	8	3	7.5	37.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	1	1.7	33.3%	2	3.3	66.7%
EC 4: Security	6	4	3.3	66.7%	4	3.3	66.7%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Iowa Intelligence Fusion Center

November 2012

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Introduction

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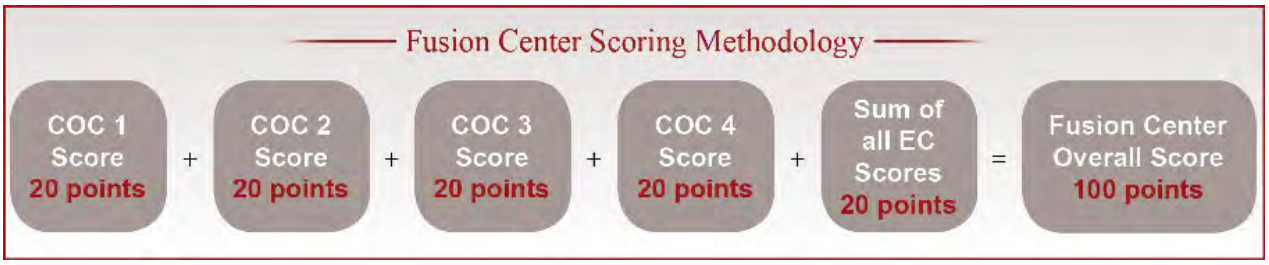
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Iowa Intelligence Fusion Center

Demographic Information

Overall Score: **89.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

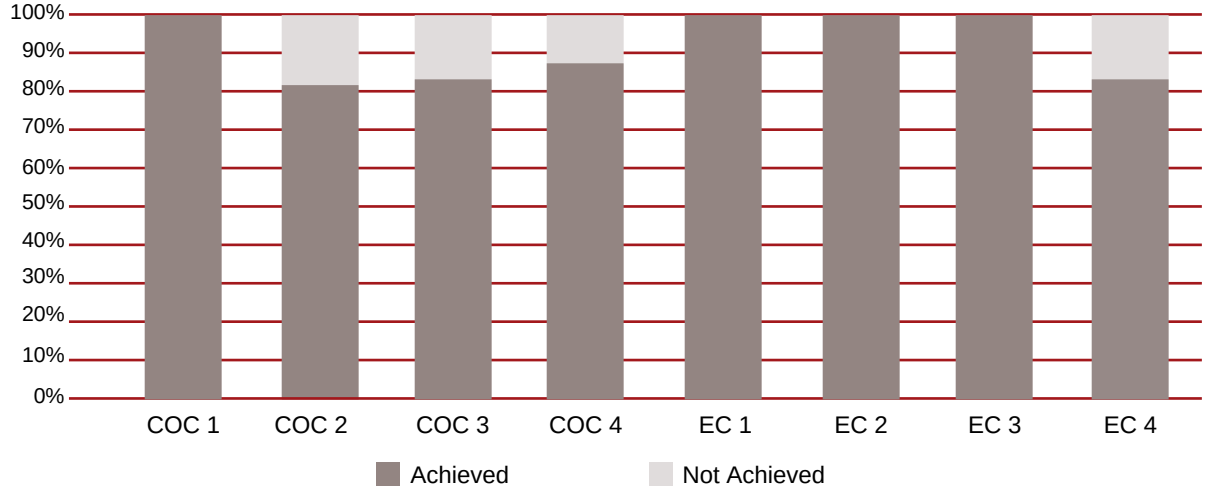
Staffing Levels:
- Full-time: 27
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Iowa Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Iowa Intelligence Fusion Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

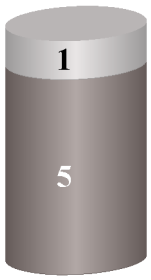
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Iowa Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Iowa Intelligence Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Iowa Intelligence Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Iowa Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Iowa Intelligence Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **4.2**
Percentage: **83.3%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Iowa Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

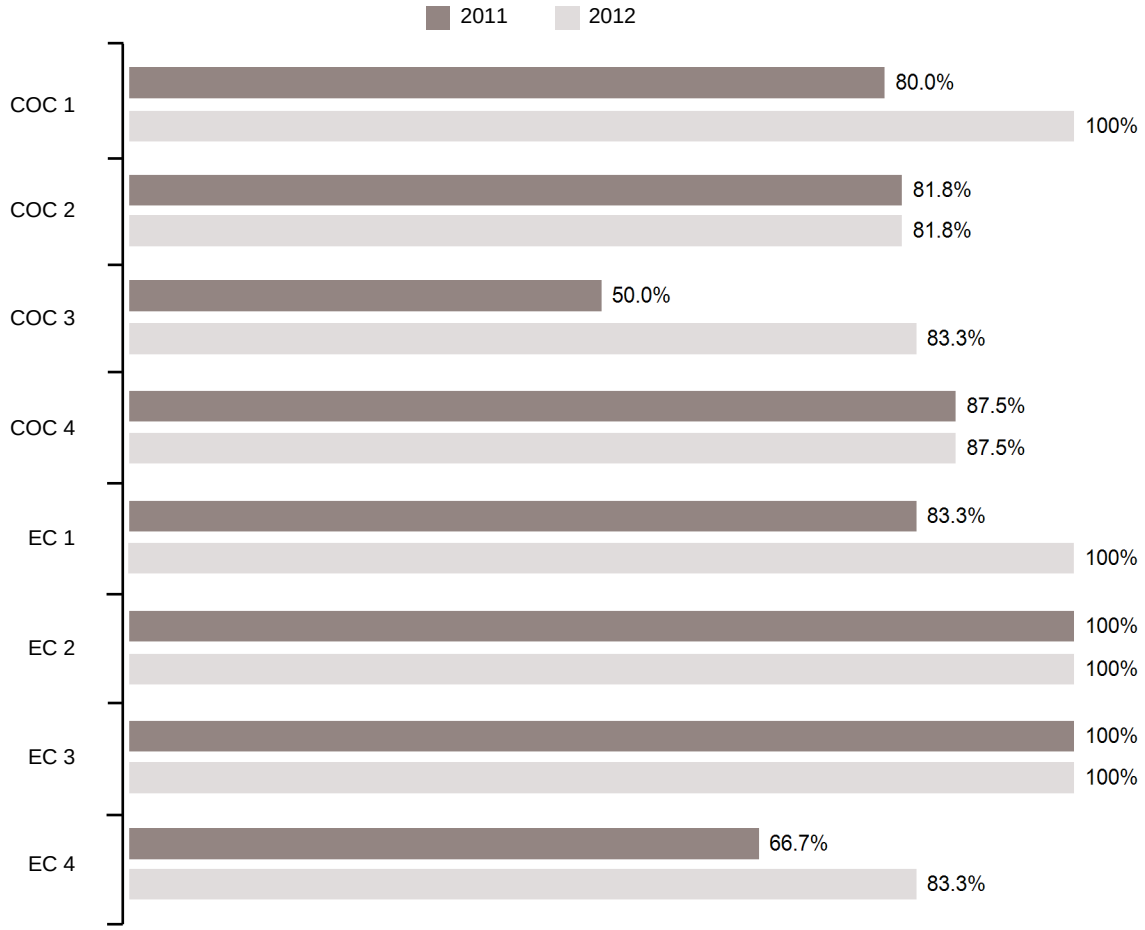
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	9	16.4	81.8%
COC 3: Disseminate	6	3	10.0	50.0%	5	16.7	83.3%
COC 4: Gather	8	7	17.5	87.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Indiana Intelligence Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

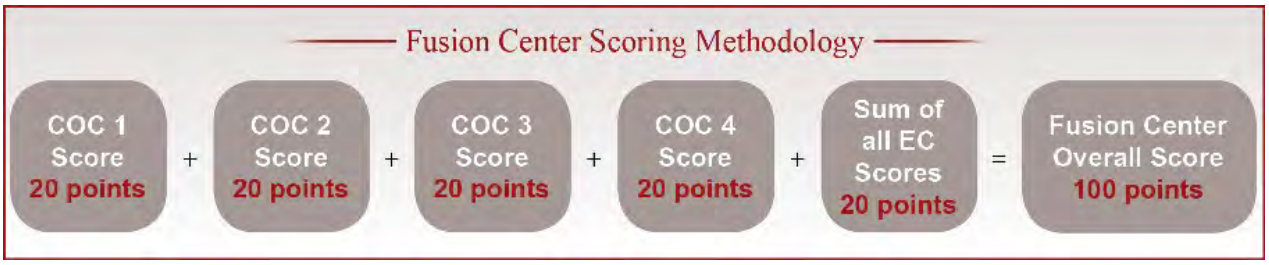
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Indiana Intelligence Fusion Center

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

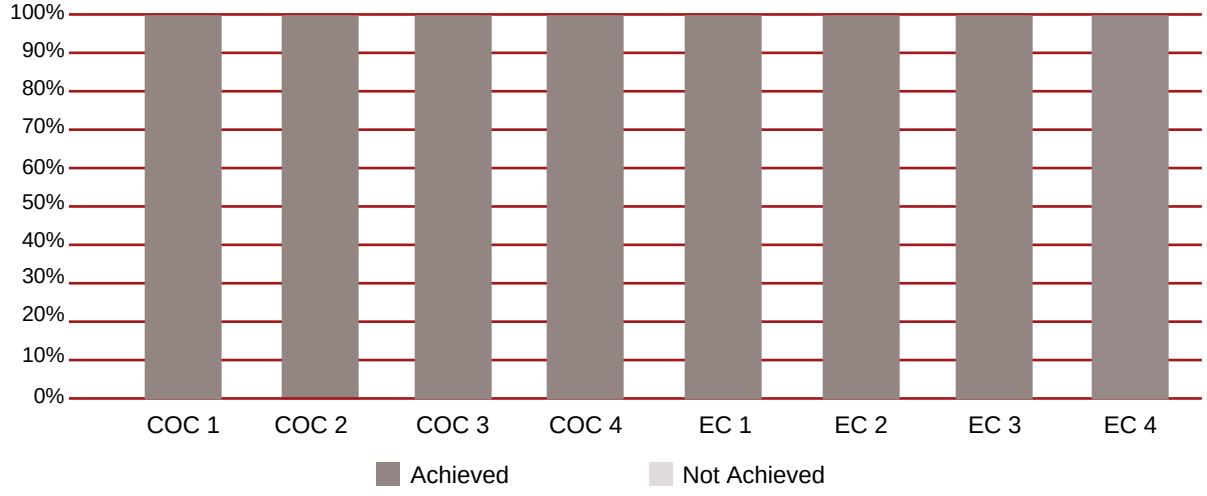
Staffing Levels:
- Full-time: 38
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Indiana Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

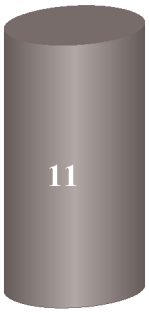
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Indiana Intelligence Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Indiana Intelligence Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Indiana Intelligence Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Indiana Intelligence Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Indiana Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Indiana Intelligence Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Indiana Intelligence Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

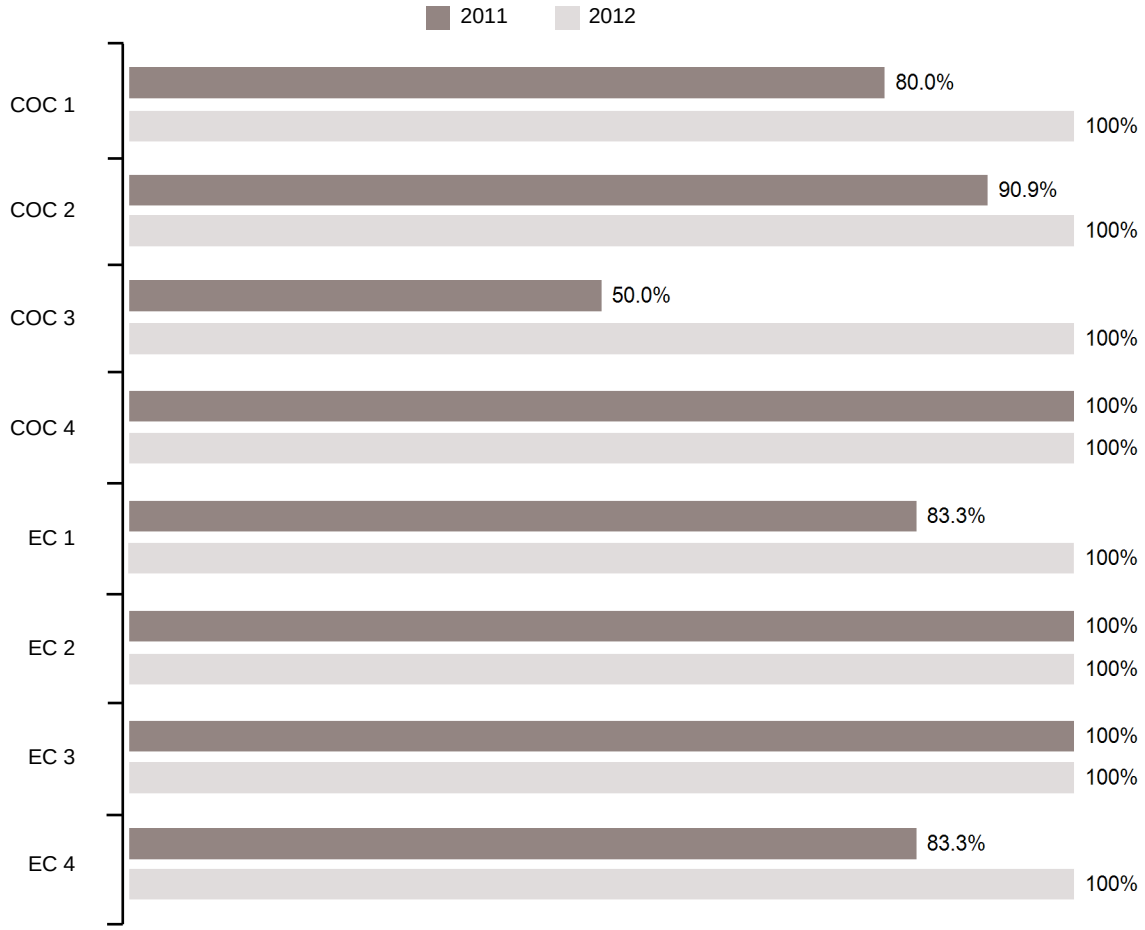
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	10	18.2	90.9%	11	20.0	100%
COC 3: Disseminate	6	3	10.0	50.0%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Los Angeles Joint Regional Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

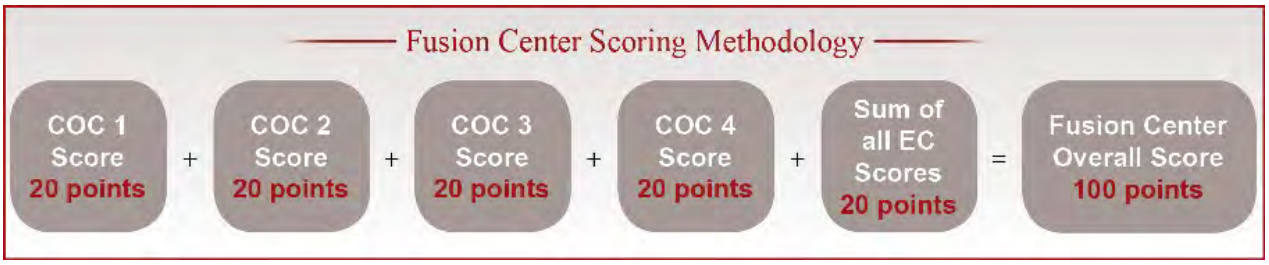
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Los Angeles Joint Regional Intelligence Center

Demographic Information

Overall Score: **97.5**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

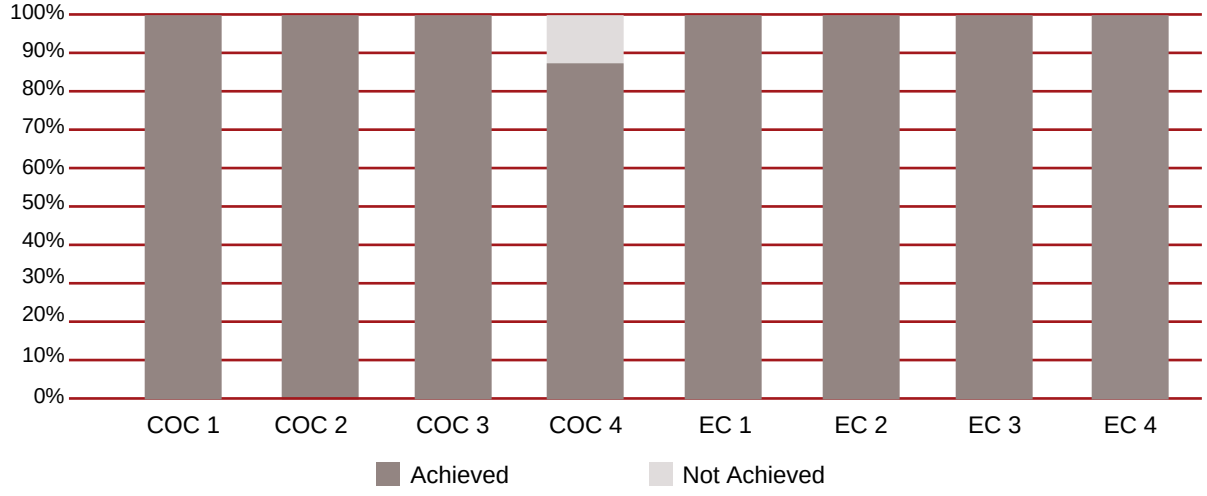
Staffing Levels:
- Full-time: 73
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Los Angeles Joint Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

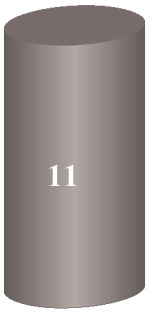
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Los Angeles Joint Regional Intelligence Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Los Angeles Joint Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Los Angeles Joint Regional Intelligence Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	No

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Los Angeles Joint Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Los Angeles Joint Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Los Angeles Joint Regional Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Los Angeles Joint Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

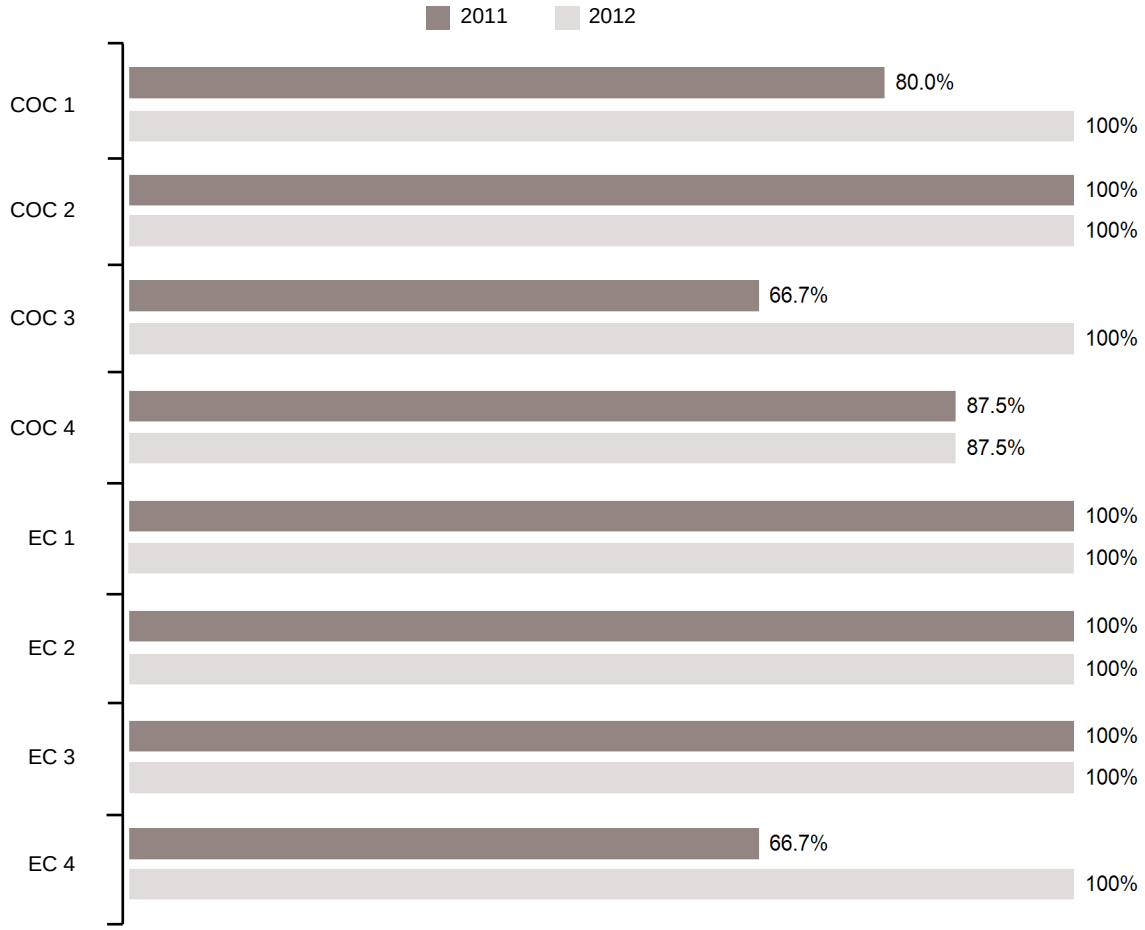
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	7	17.5	87.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Kansas Intelligence Fusion Center

November 2012

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Introduction

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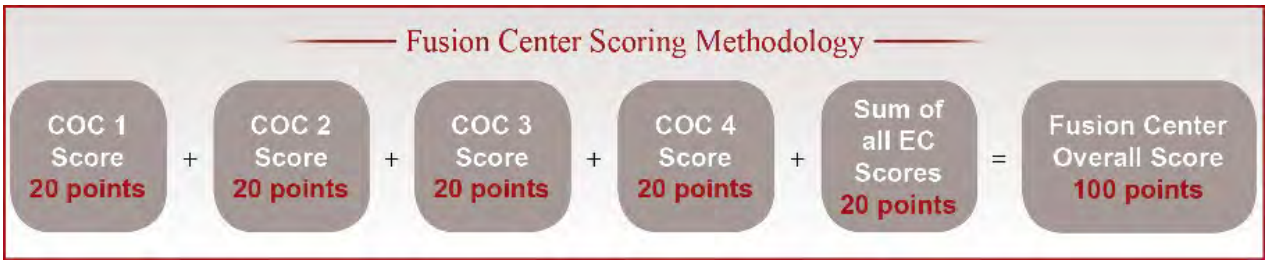
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Kansas Intelligence Fusion Center

Demographic Information

Overall Score: **82.9**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Hazards

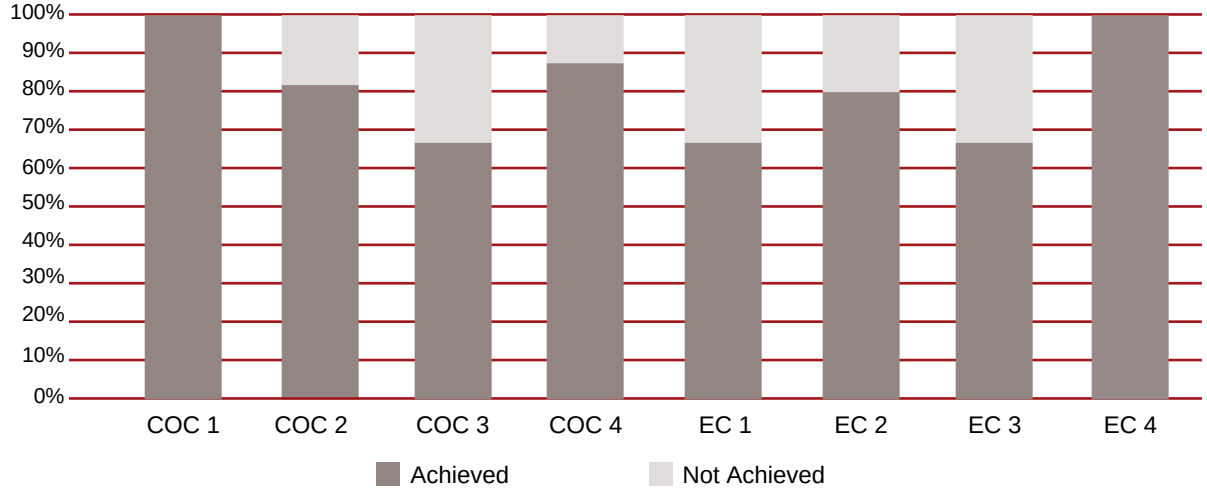
Staffing Levels:
- Full-time: 5
- Part-time: 30

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Kansas Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Kansas Intelligence Fusion Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

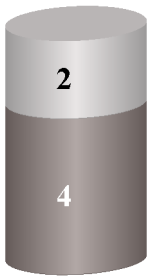
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Kansas Intelligence Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Kansas Intelligence Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

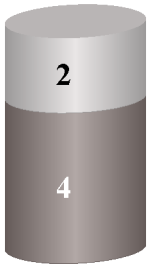
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 3.3
Percentage: 66.7%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Kansas Intelligence Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	No
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Kansas Intelligence Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

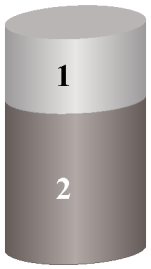
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Kansas Intelligence Fusion Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	No

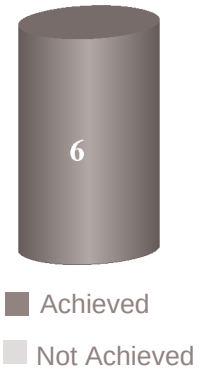
EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Kansas Intelligence Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

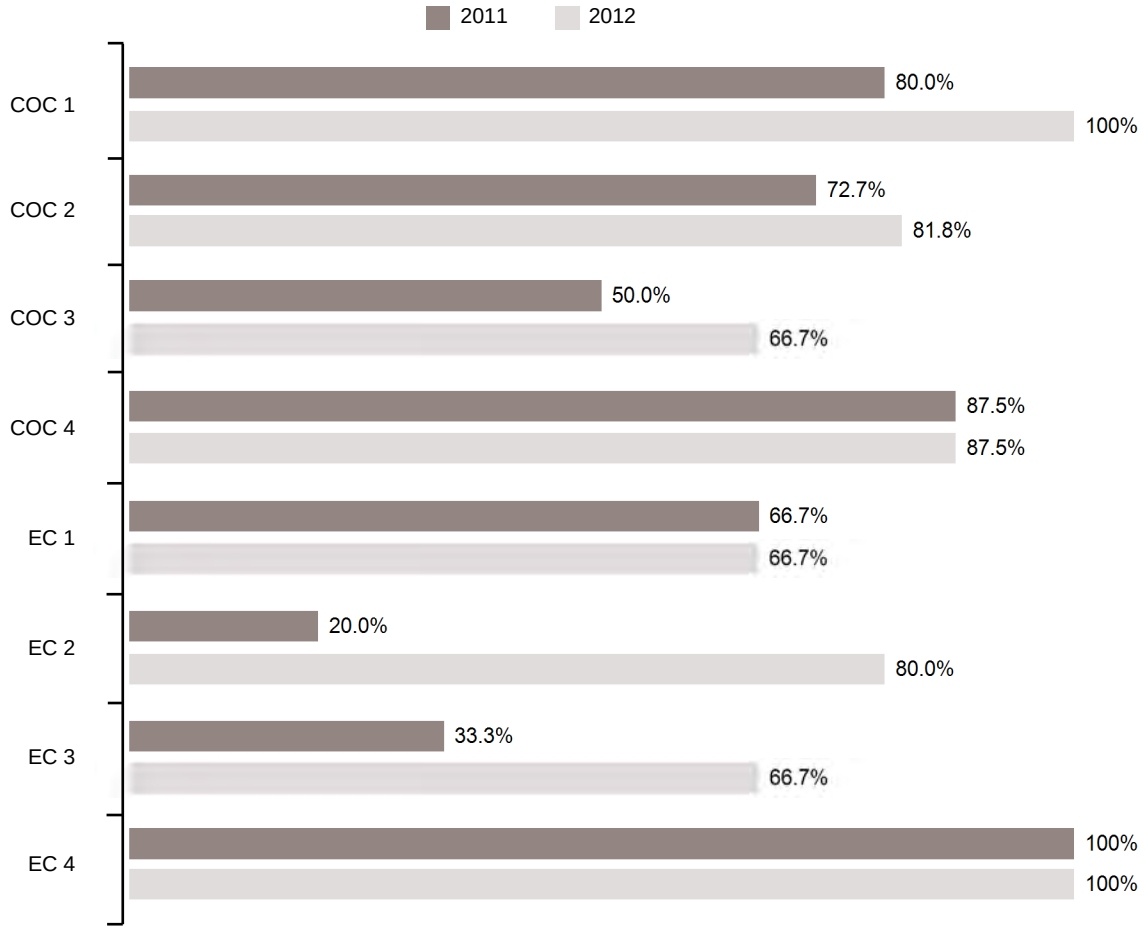
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	9	16.4	81.8%
COC 3: Disseminate	6	3	10.0	50.0%	4	13.3	66.7%
COC 4: Gather	8	7	17.5	87.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4	3.3	66.7%
EC 2: Sustainment Strategy	5	1	1.0	20.0%	4	4.0	80.0%
EC 3: Communications	3	1	1.7	33.3%	2	3.3	66.7%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Kentucky Intelligence Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

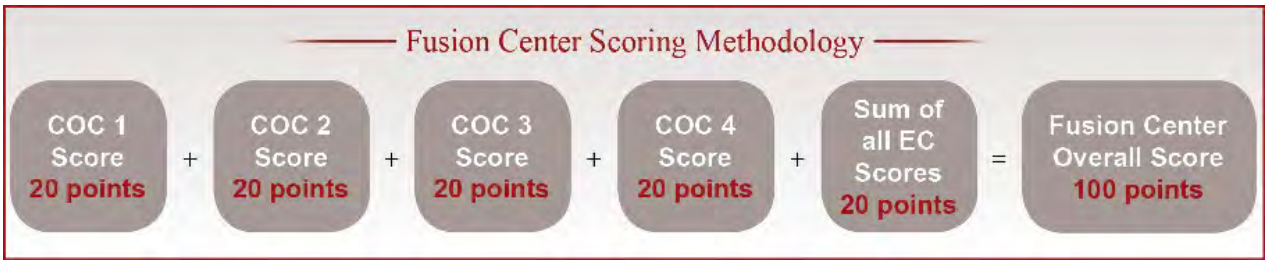
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Kentucky Intelligence Fusion Center

Demographic Information

Overall Score:	**69.8**
National Network Average:	**88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes

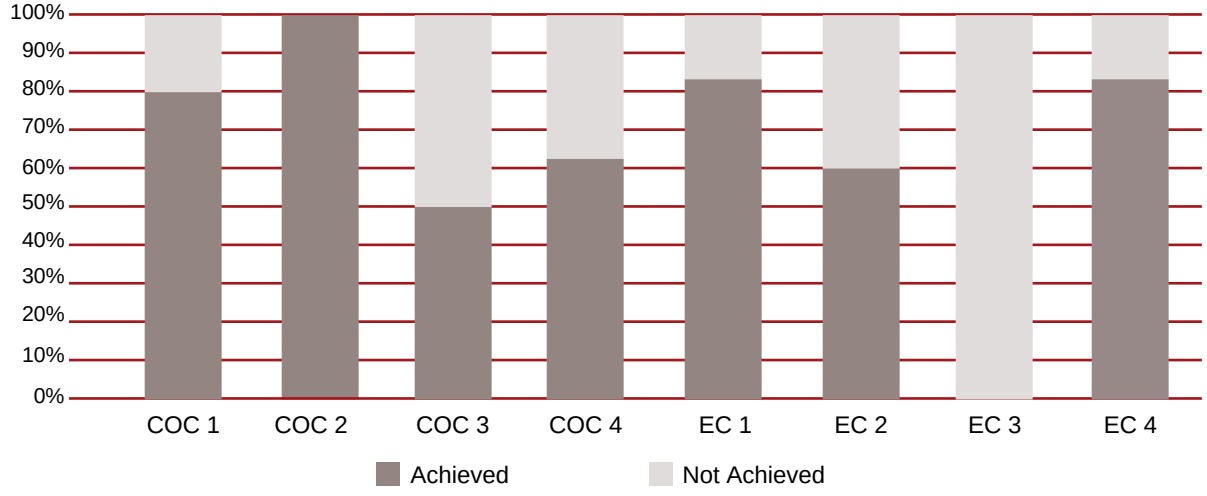
Staffing Levels:
- Full-time: 8
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	3	10.0	50.0%	16.8	84.0%
COC 4: Gather	8	5	12.5	62.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	0	0.0	0.0%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Kentucky Intelligence Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

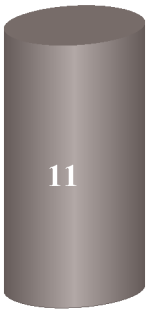
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Kentucky Intelligence Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

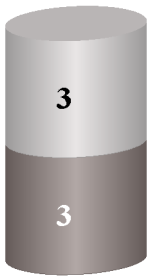
COC 3: Disseminate

COC Score: 10.0
Percentage: 50%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Kentucky Intelligence Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	3	20.0	10.0	50.0%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 12.5

Percentage: 62.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Kentucky Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	5	20.0	12.5	62.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	No
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	No
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

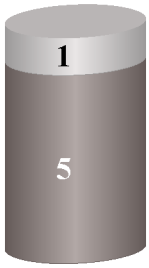
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Kentucky Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

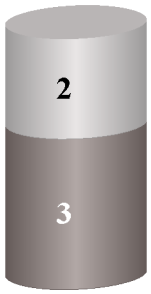
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Kentucky Intelligence Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **0.0**
Percentage: **0%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Kentucky Intelligence Fusion Center has achieved 0 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	0	5.0	0.0	0.0%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	No
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	No

EC 4: Security

COC Score: 4.2
Percentage: 83.3%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Kentucky Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

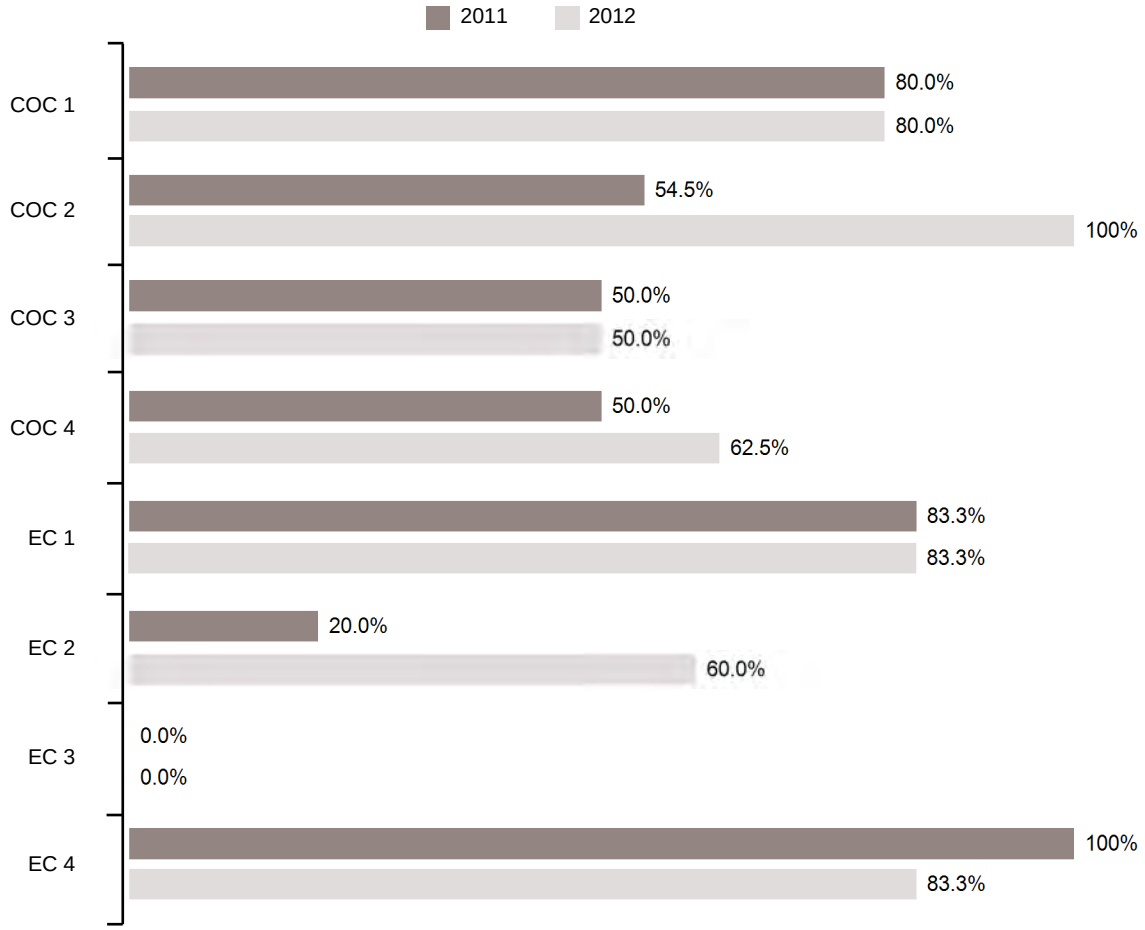
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	6	10.9	54.5%	11	20.0	100%
COC 3: Disseminate	6	3	10.0	50.0%	3	10.0	50.0%
COC 4: Gather	8	4	10.0	50.0%	5	12.5	62.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	1	1.0	20.0%	3	3.0	60.0%
EC 3: Communications	3	0	0.0	0.0%	0	0.0	0.0%
EC 4: Security	6	6	5.0	100%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Louisiana State Analytical and Fusion Exchange

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

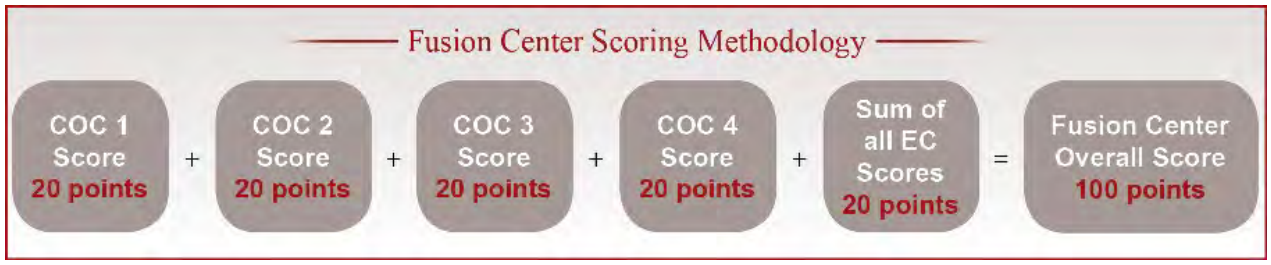
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Louisiana State Analytical and Fusion Exchange

Demographic Information

RAC Category:	Primary
Year Fusion Center Established:	2004
Mission:	All-Crimes, All-Hazards
Staffing Levels:	
• Full-time:	19
• Part-time:	4

Overall Score: **92.3**

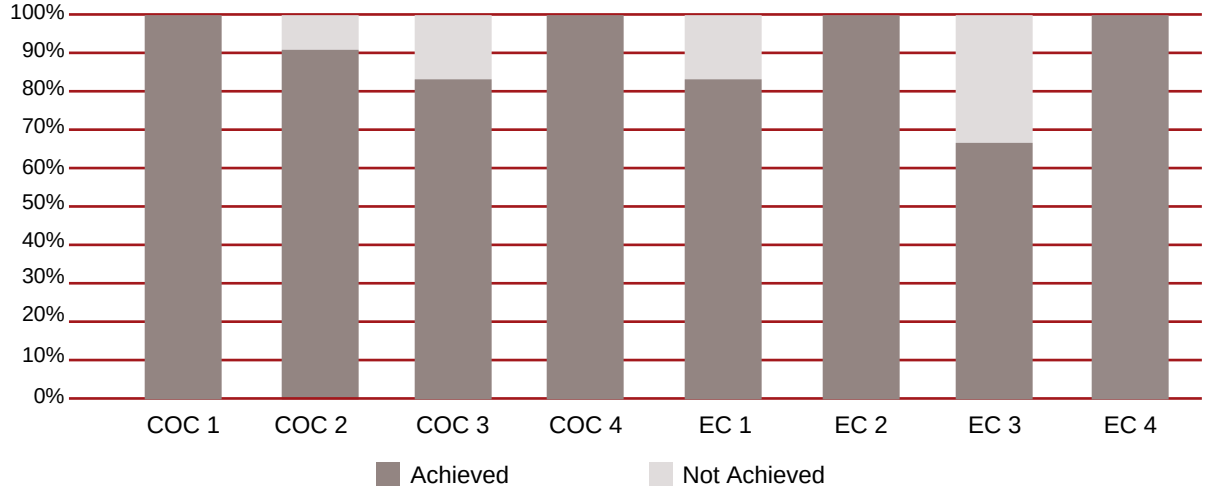
National Network Average: **88.2**

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Louisiana State Analytical and Fusion Exchange has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Louisiana State Analytical and Fusion Exchange has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

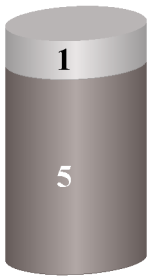
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Louisiana State Analytical and Fusion Exchange has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Louisiana State Analytical and Fusion Exchange has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

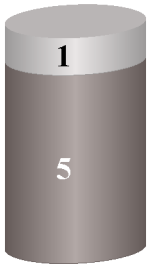
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Louisiana State Analytical and Fusion Exchange has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Louisiana State Analytical and Fusion Exchange has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

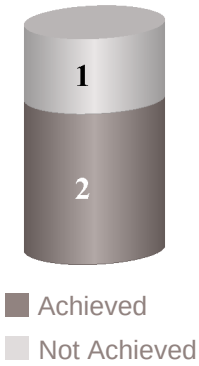
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Louisiana State Analytical and Fusion Exchange has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

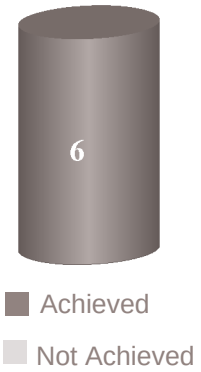
EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Louisiana State Analytical and Fusion Exchange has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

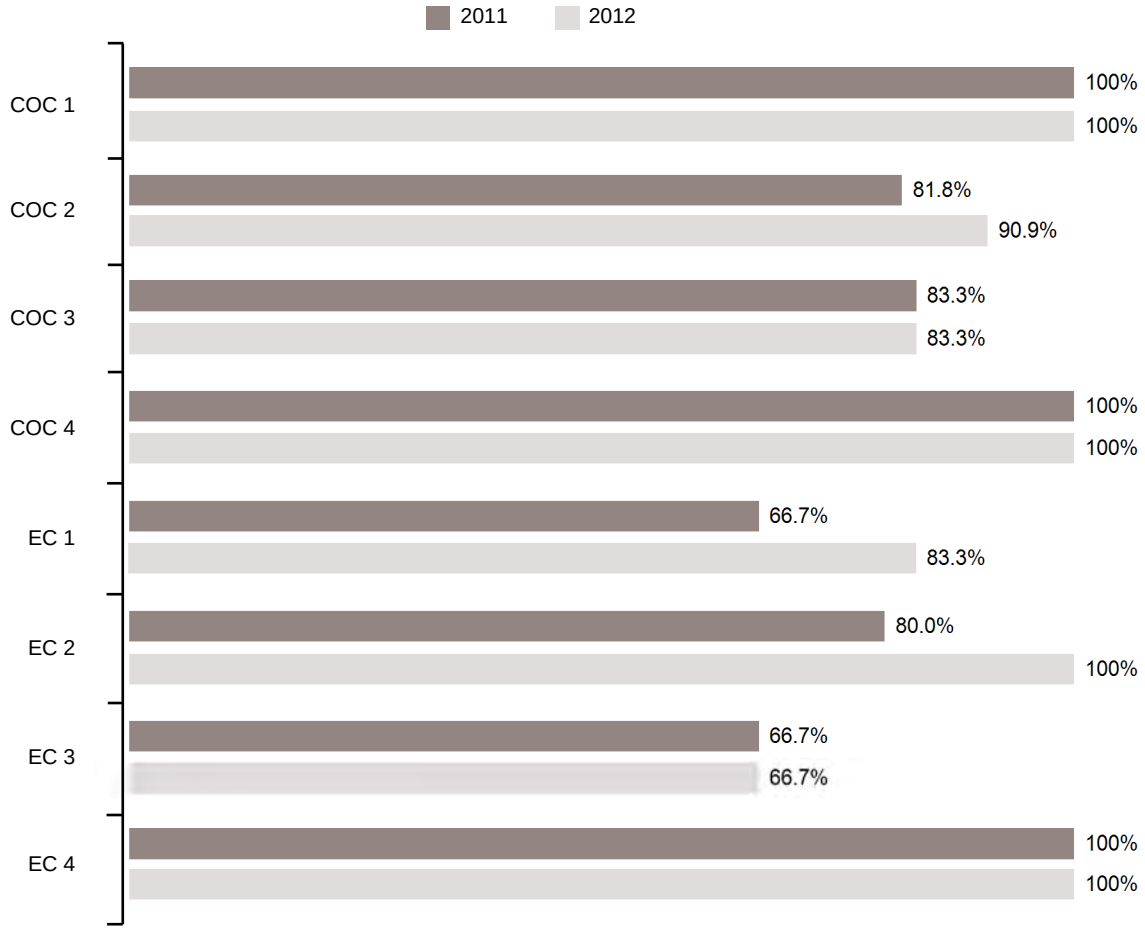
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	10	18.2	90.9%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



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San Diego Law Enforcement Coordination Center

November 2012

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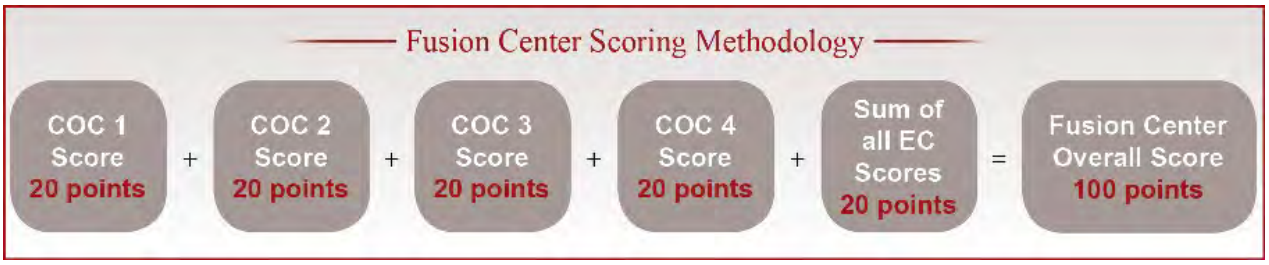
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



San Diego Law Enforcement Coordination Center

Demographic Information

Overall Score: **93.2**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2008

Mission: Counterterrorism, All-Crimes, All-Hazards

Staffing Levels:
- Full-time: 58
- Part-time: 4

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
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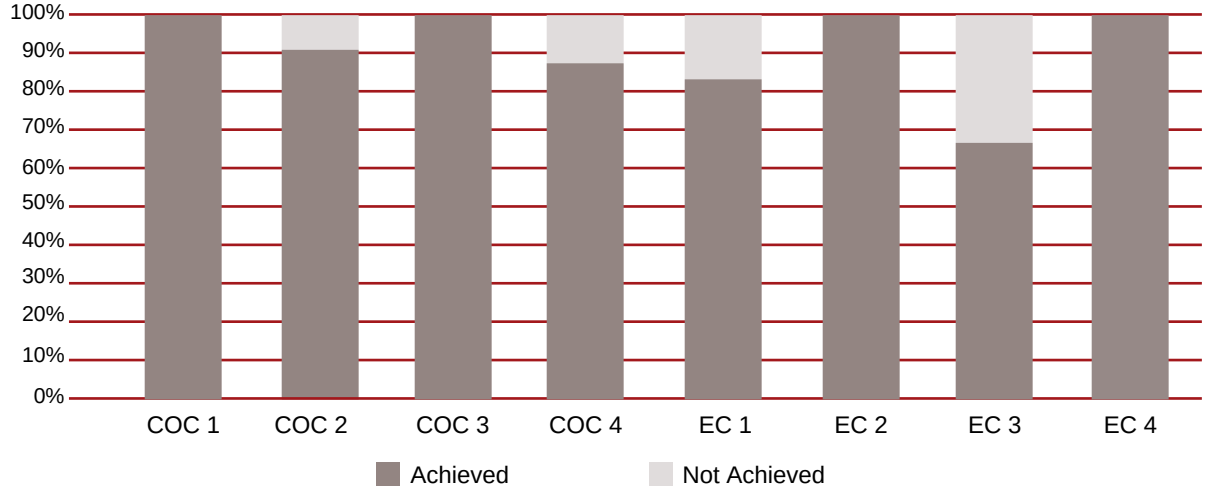
Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The San Diego Law Enforcement Coordination Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The San Diego Law Enforcement Coordination Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The San Diego Law Enforcement Coordination Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The San Diego Law Enforcement Coordination Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	No
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

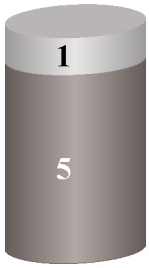
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The San Diego Law Enforcement Coordination Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The San Diego Law Enforcement Coordination Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

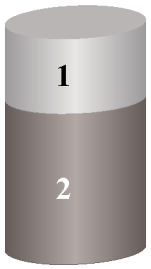
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The San Diego Law Enforcement Coordination Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The San Diego Law Enforcement Coordination Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

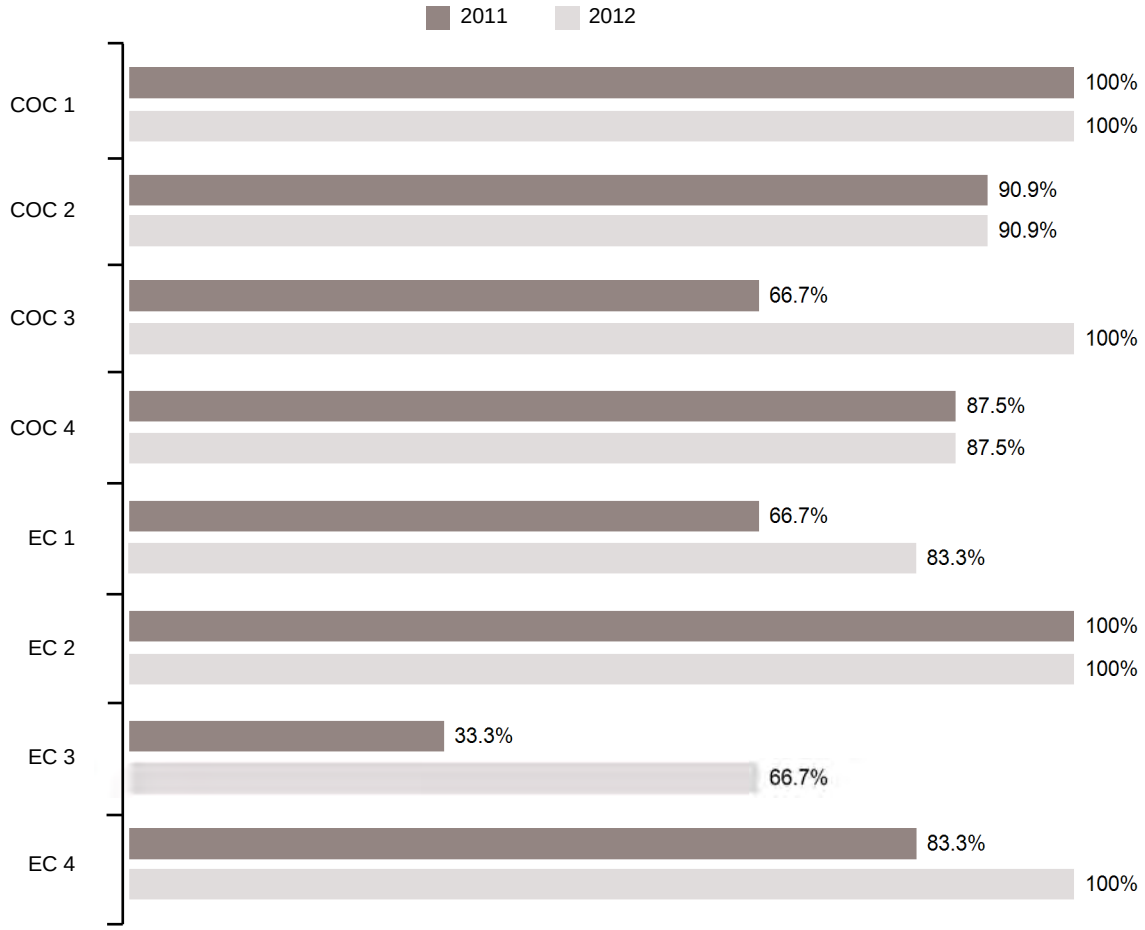
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	10	18.2	90.9%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	7	17.5	87.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	2	3.3	66.7%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Montana All Threat Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

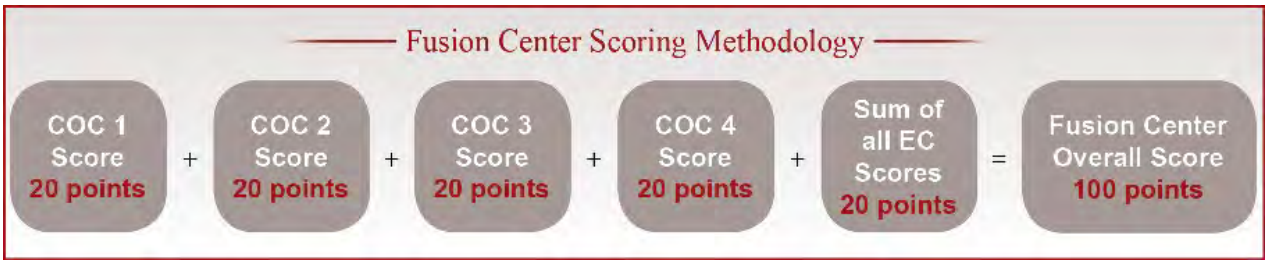
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Montana All Threat Intelligence Center

Demographic Information

Overall Score: **94.5**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2004

Mission: Counterterrorism, All-Crimes

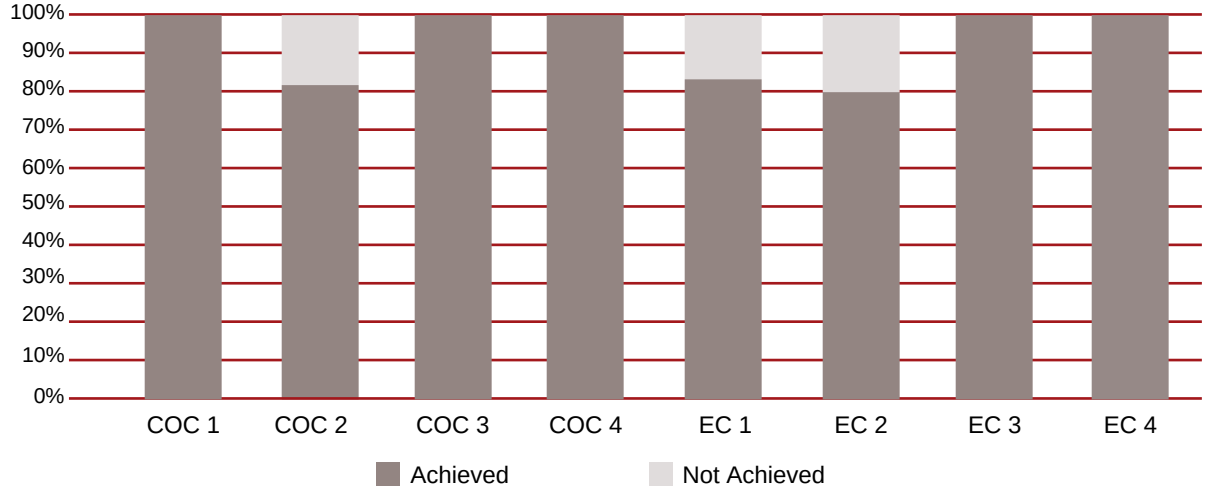
Staffing Levels:
- Full-time: 10
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Montana All Threat Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Montana All Threat Intelligence Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Montana All Threat Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Montana All Threat Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

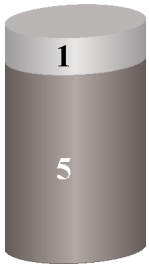
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Montana All Threat Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Montana All Threat Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Montana All Threat Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Montana All Threat Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

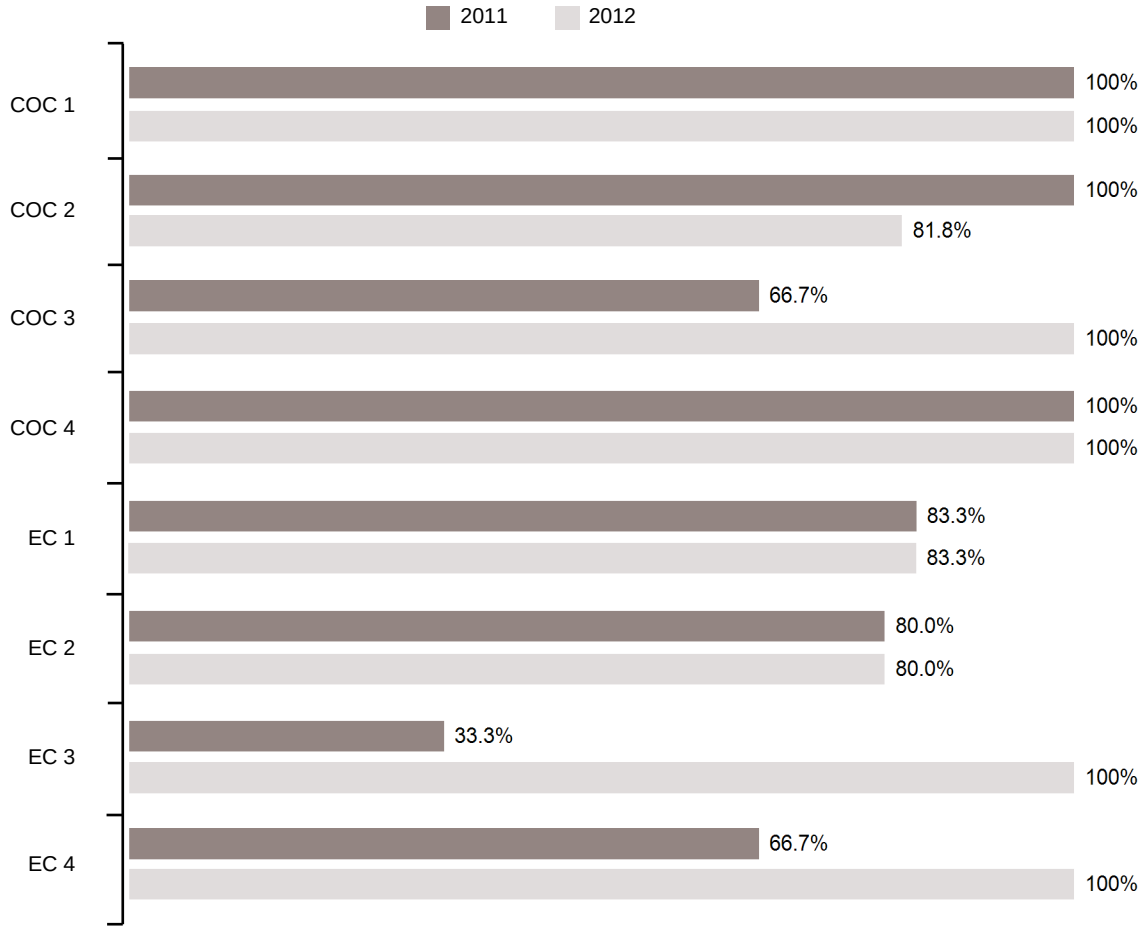
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	9	16.4	81.8%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	1	1.7	33.3%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

El Paso Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

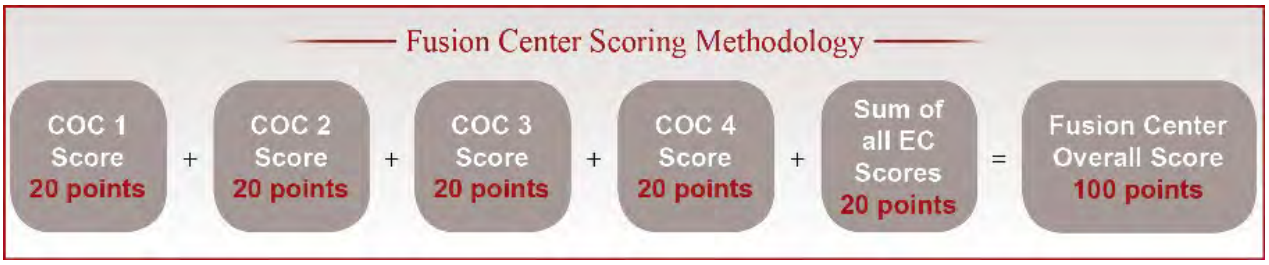
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



El Paso Fusion Center

Demographic Information

Overall Score: **63.6**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2010

Mission: Counterterrorism, All-Crimes, All-Hazards

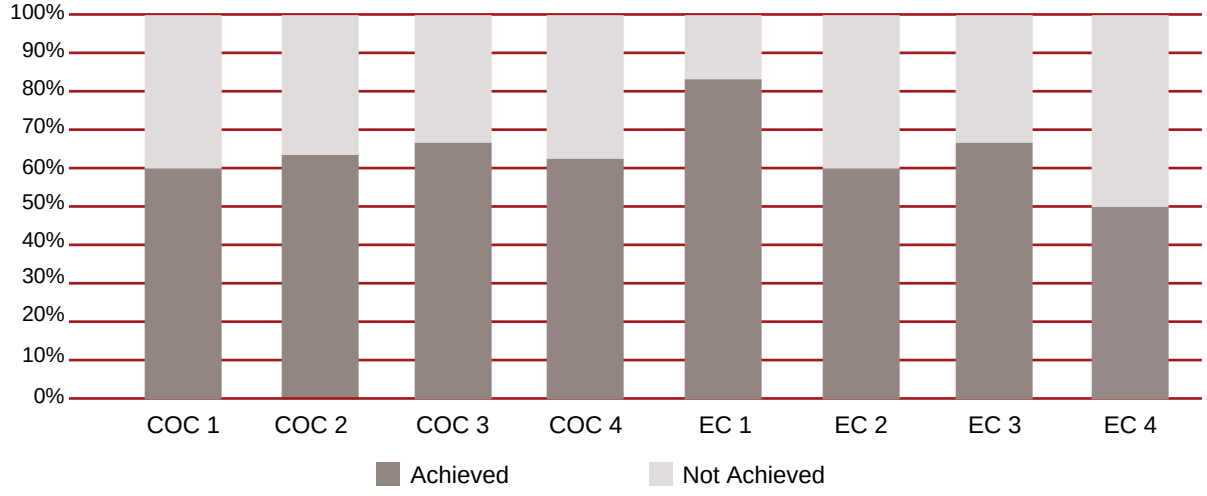
Staffing Levels:
- Full-time: 17
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	3	12.0	60.0%	18.6	93.0%
COC 2: Analyze	11	7	12.7	63.6%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	5	12.5	62.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	3	2.5	50.0%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



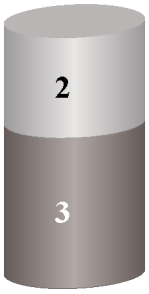
COC 1: Receive

COC Score: 12.0
Percentage: 60%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The El Paso Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	20.0	12.0	60.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	No
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

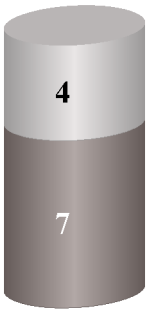
COC 2: Analyze

COC Score: 12.7
Percentage: 63.6%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The El Paso Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	7	20.0	12.7	63.6%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	No
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	No
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

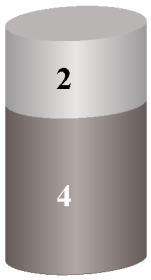
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The El Paso Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	No
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 12.5

Percentage: 62.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The El Paso Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	5	20.0	12.5	62.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	No
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	No
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

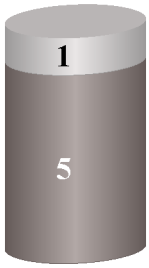
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The El Paso Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

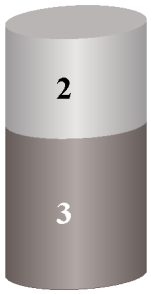
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The El Paso Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

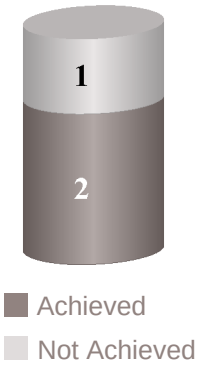
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The El Paso Fusion Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

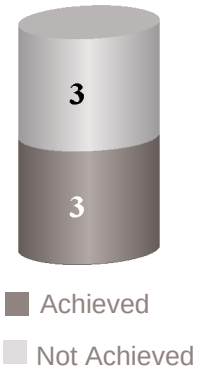
EC 4: Security

COC Score: 2.5
Percentage: 50%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The El Paso Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	3	5.0	2.5	50.0%

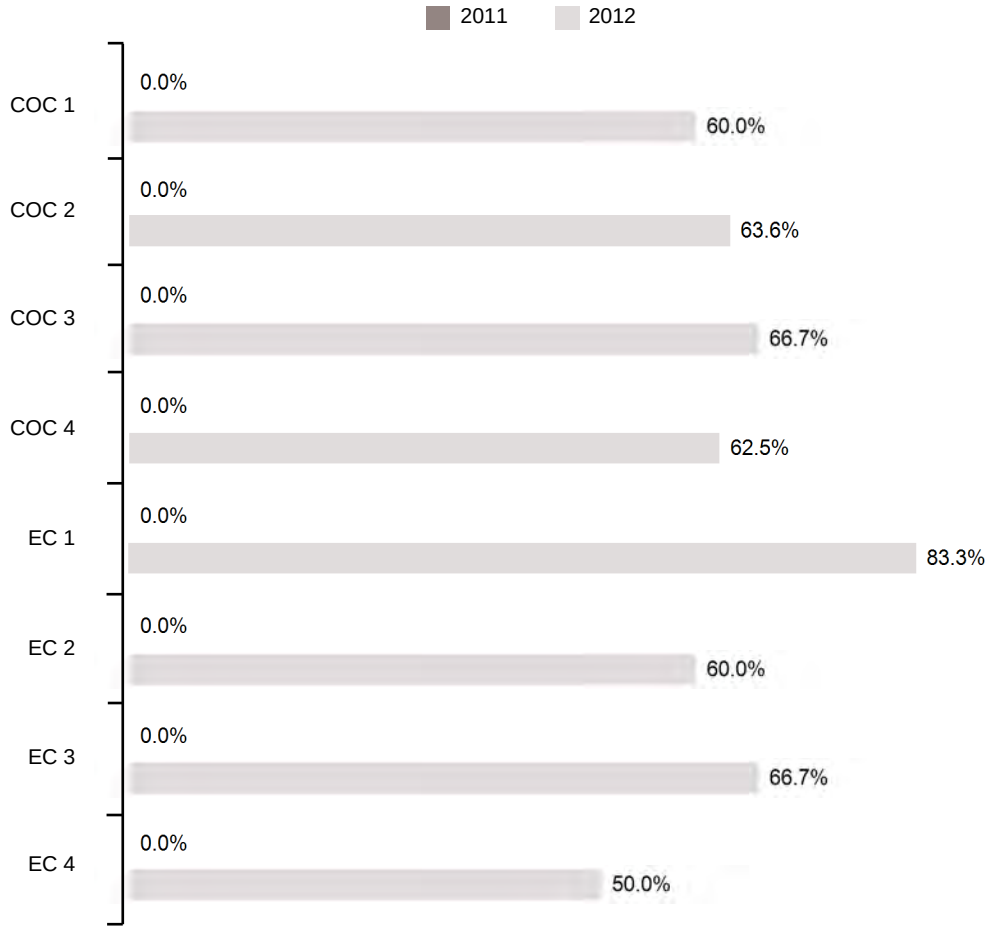
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	No
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	0	0.0	0.0%	3	12.0	60.0%
COC 2: Analyze	11	0	0.0	0.0%	7	12.7	63.6%
COC 3: Disseminate	6	0	0.0	0.0%	4	13.3	66.7%
COC 4: Gather	8	0	0.0	0.0%	5	12.5	62.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	0	0.0	0.0%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	0	0.0	0.0%	3	3.0	60.0%
EC 3: Communications	3	0	0.0	0.0%	2	3.3	66.7%
EC 4: Security	6	0	0.0	0.0%	3	2.5	50.0%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Maryland Coordination and Analysis Center

November 2012

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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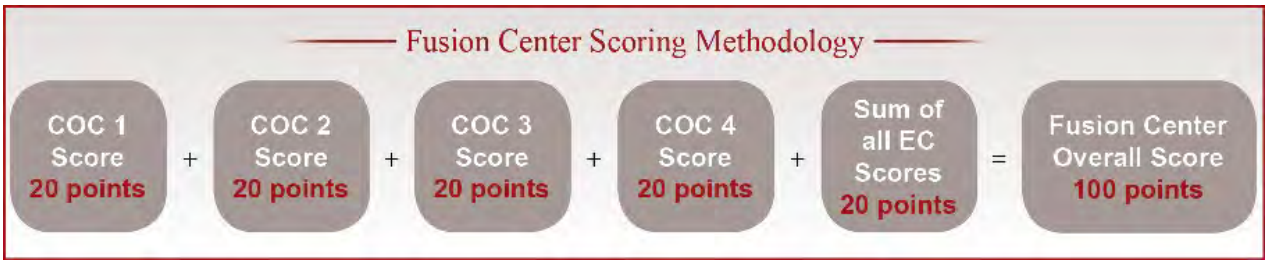
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Maryland Coordination and Analysis Center

Demographic Information

Overall Score: **93.2**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2003

Mission: Counterterrorism, All-Crimes

Staffing Levels:
- Full-time: 62
- Part-time: 6

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
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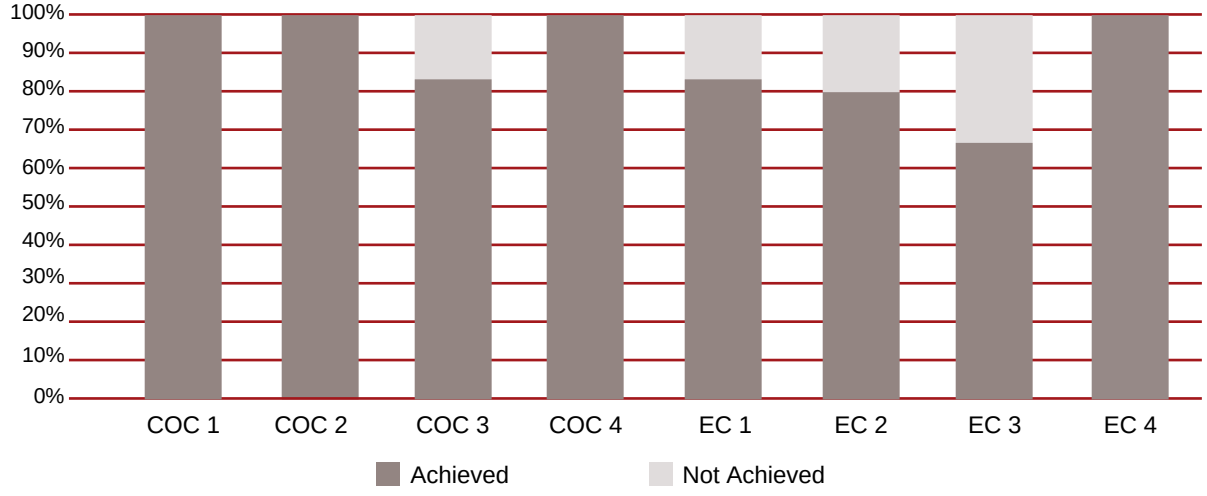
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Maryland Coordination and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

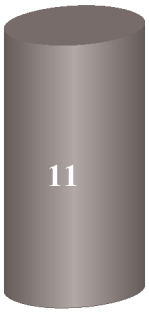
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Maryland Coordination and Analysis Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

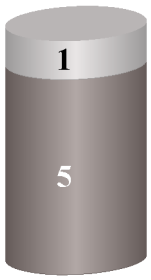
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Maryland Coordination and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Maryland Coordination and Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

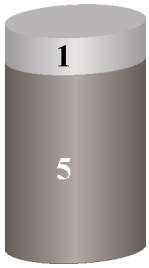
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Maryland Coordination and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Maryland Coordination and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

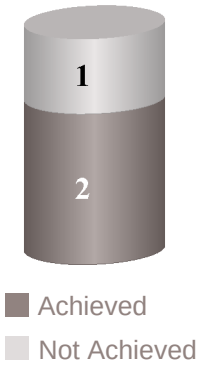
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Maryland Coordination and Analysis Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Maryland Coordination and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

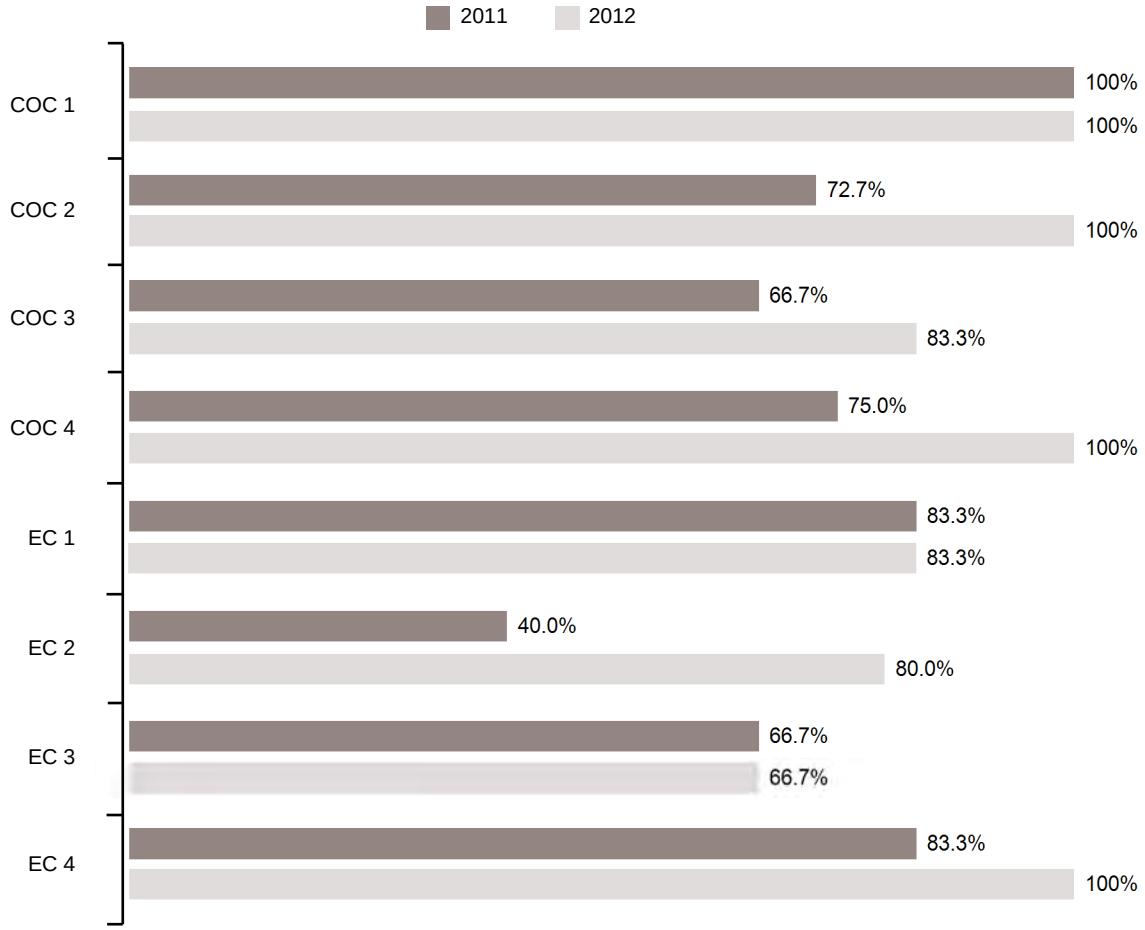
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Maine Information and Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

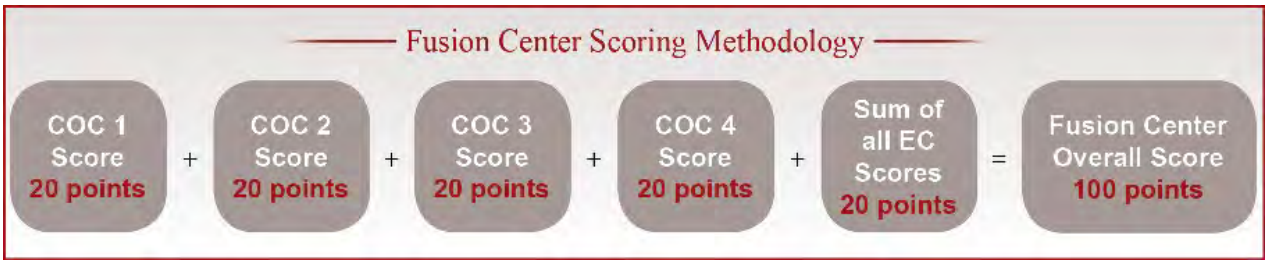
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Maine Information and Analysis Center

Demographic Information

Overall Score: **78.5**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

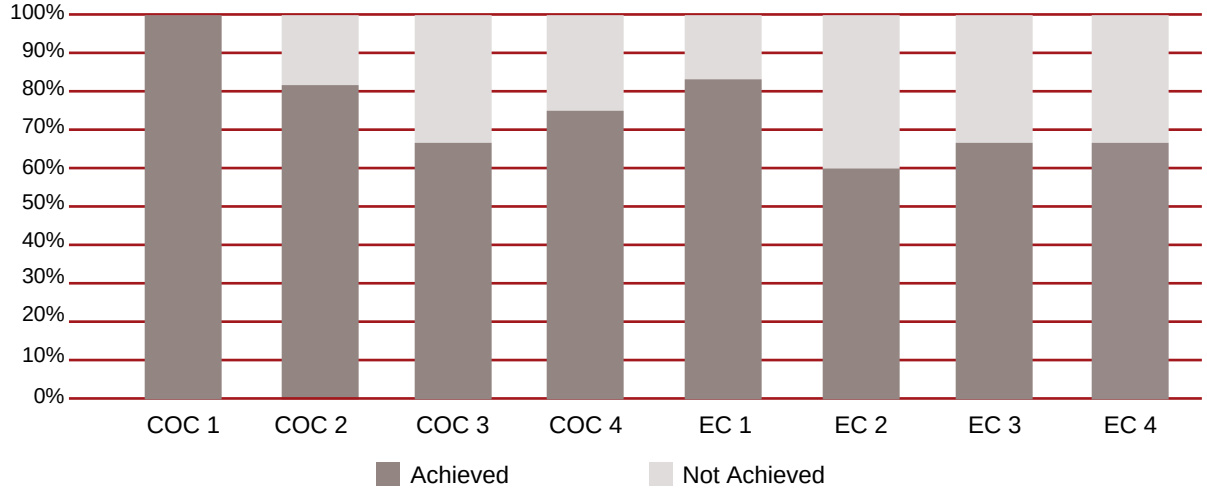
Staffing Levels:
- Full-time: 11
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	6	15.0	75.0%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	4	3.3	66.7%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Maine Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Maine Information and Analysis Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

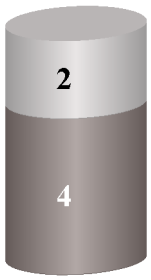
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Maine Information and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

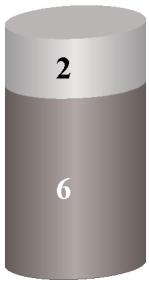
COC Score: 15.0

Percentage: 75%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Maine Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	6	20.0	15.0	75.0%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

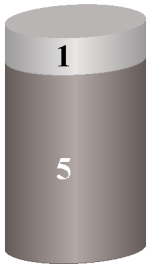
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Maine Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

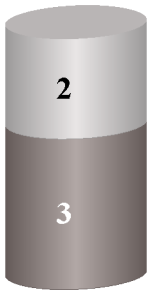
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Maine Information and Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

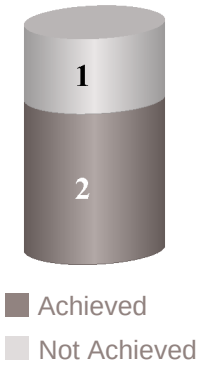
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Maine Information and Analysis Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

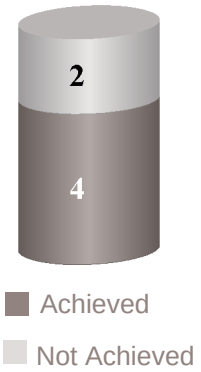
EC 4: Security

COC Score: **3.3**
Percentage: **66.7%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Maine Information and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

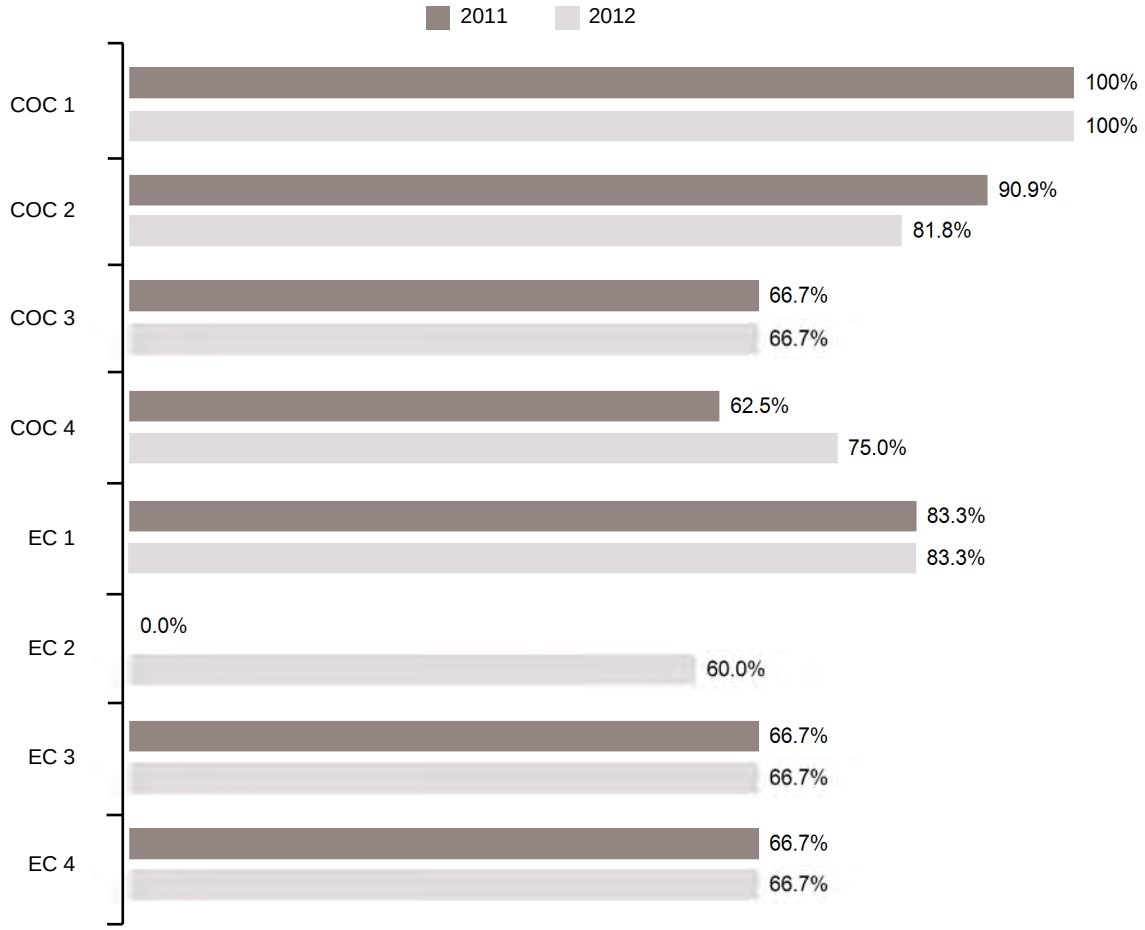
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	10	18.2	90.9%	9	16.4	81.8%
COC 3: Disseminate	6	4	13.3	66.7%	4	13.3	66.7%
COC 4: Gather	8	5	12.5	62.5%	6	15.0	75.0%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	0	0.0	0.0%	3	3.0	60.0%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	4	3.3	66.7%	4	3.3	66.7%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Missouri Information Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

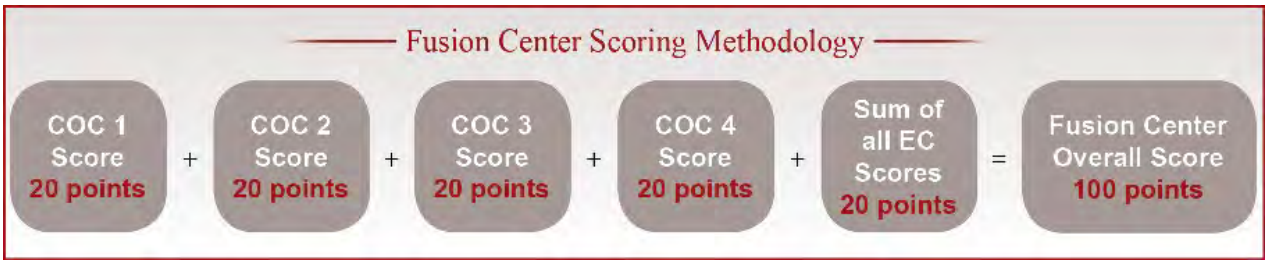
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Missouri Information Analysis Center

Demographic Information

Overall Score: **97.3**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

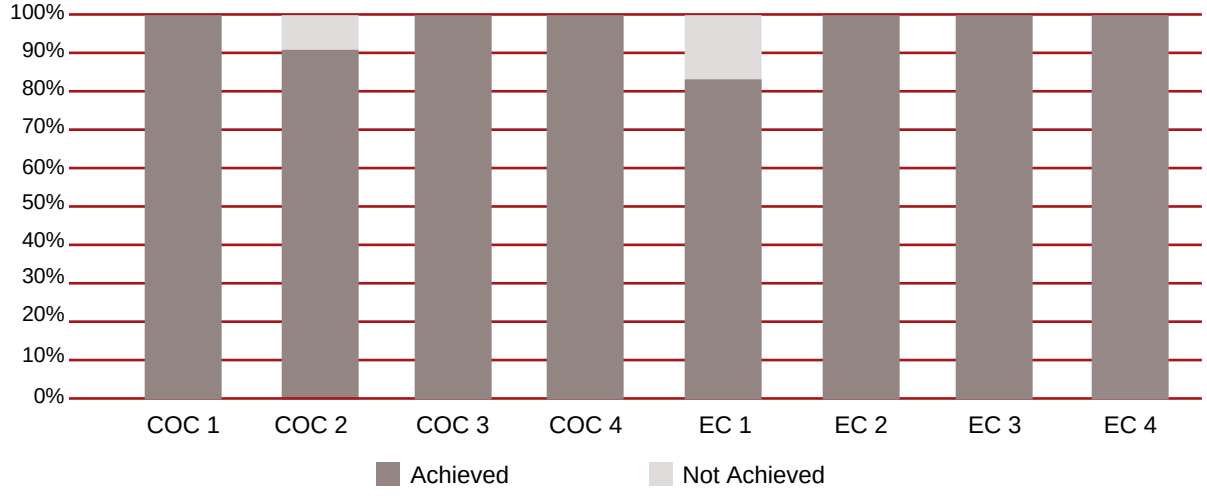
Staffing Levels:
- Full-time: 17
- Part-time: 16

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Missouri Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Missouri Information Analysis Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Missouri Information Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Missouri Information Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

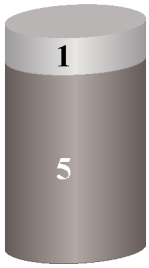
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Missouri Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Missouri Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Missouri Information Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Missouri Information Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

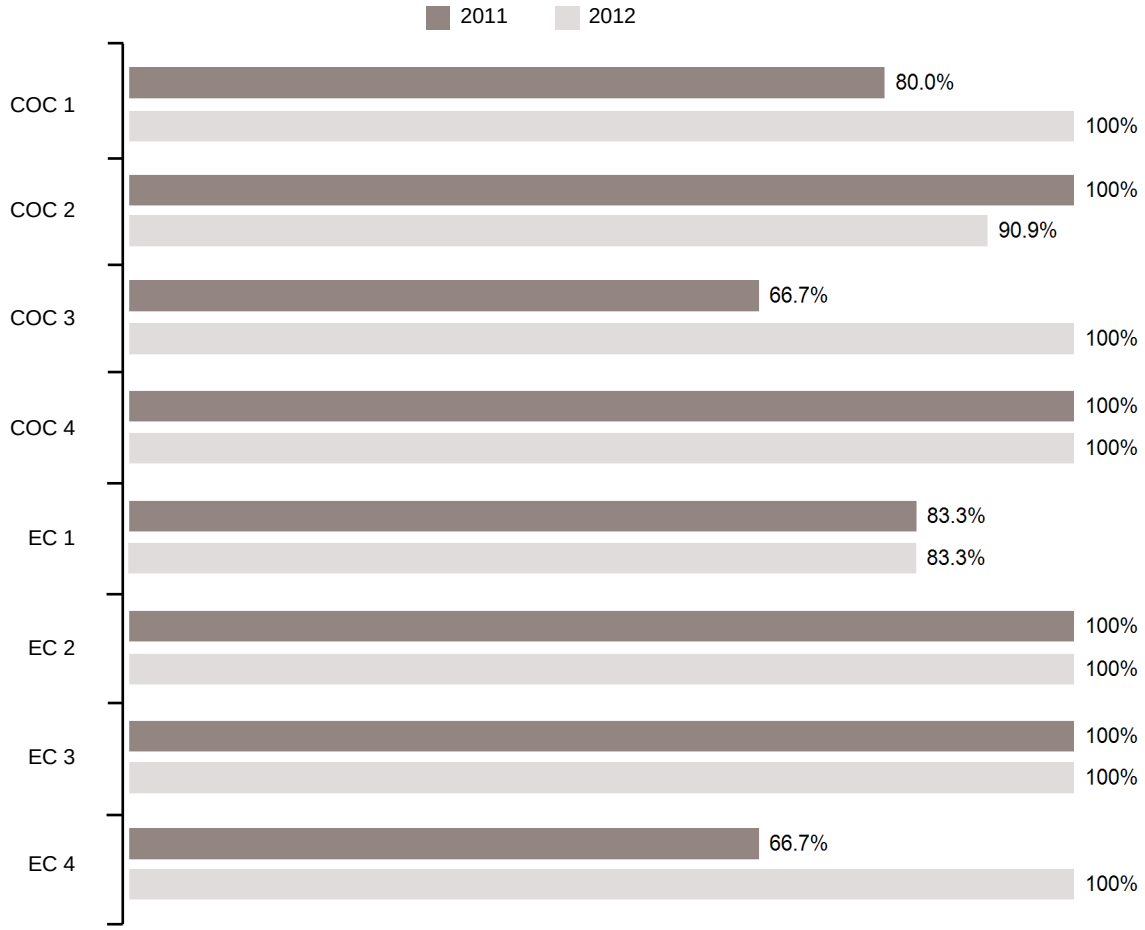
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



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Michigan Intelligence Operations Center

November 2012

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Introduction

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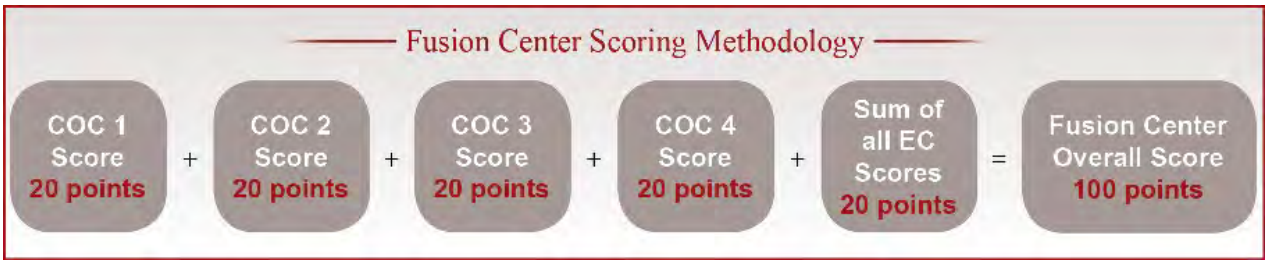
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Michigan Intelligence Operations Center

Demographic Information

Overall Score: **96.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

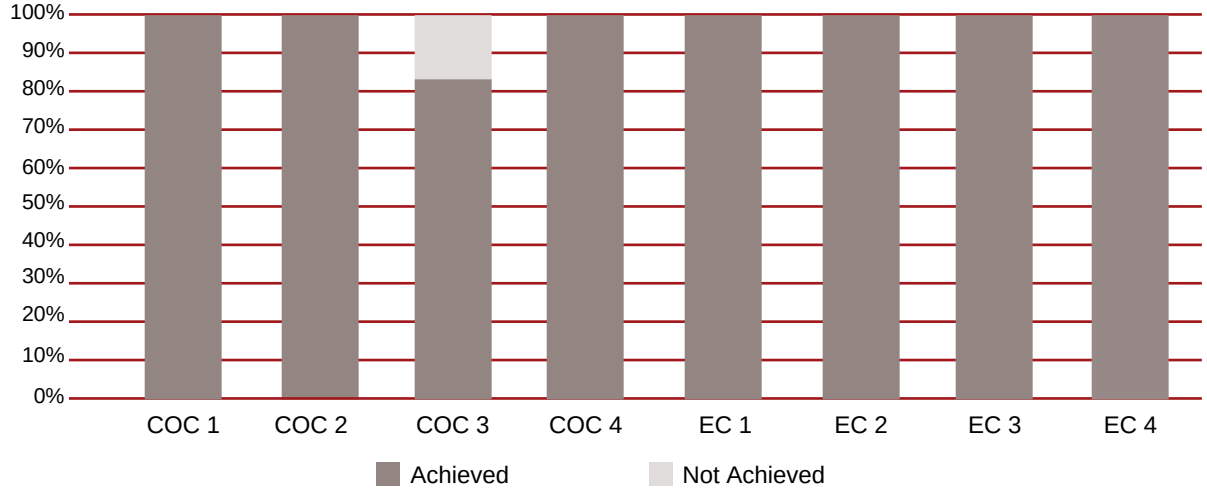
Staffing Levels:
- Full-time: 17
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Michigan Intelligence Operations Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

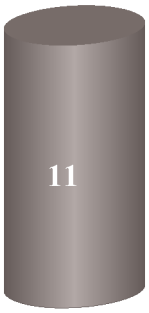
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Michigan Intelligence Operations Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

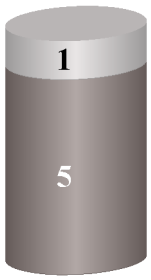
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Michigan Intelligence Operations Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Michigan Intelligence Operations Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Michigan Intelligence Operations Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Michigan Intelligence Operations Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Michigan Intelligence Operations Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Michigan Intelligence Operations Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

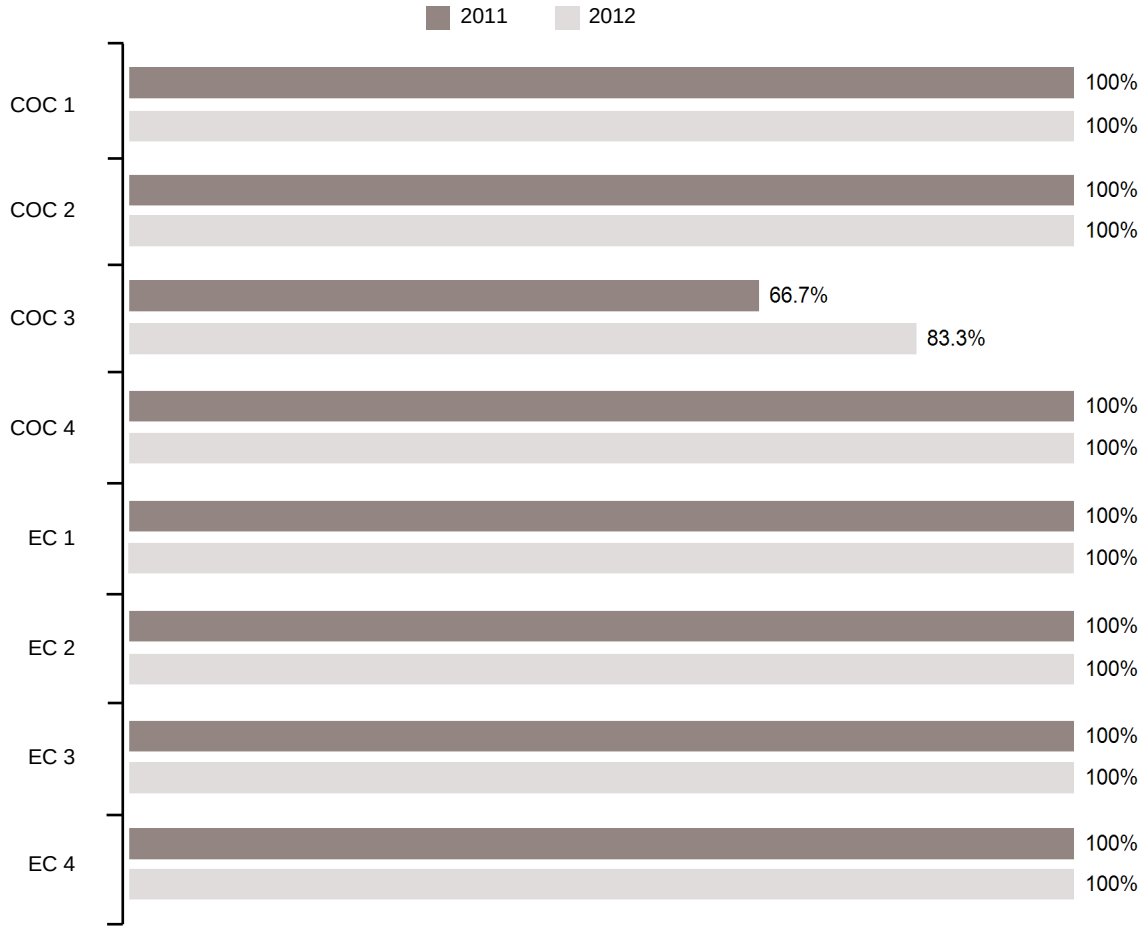
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Minnesota Joint Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

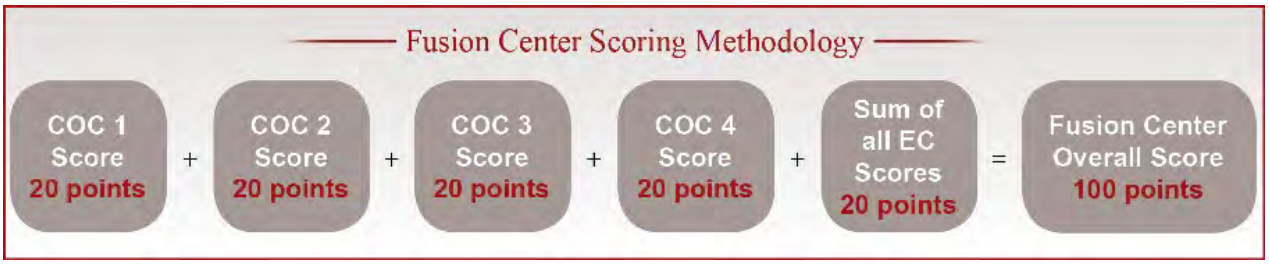
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Minnesota Joint Analysis Center

Demographic Information

Overall Score: **96.2**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

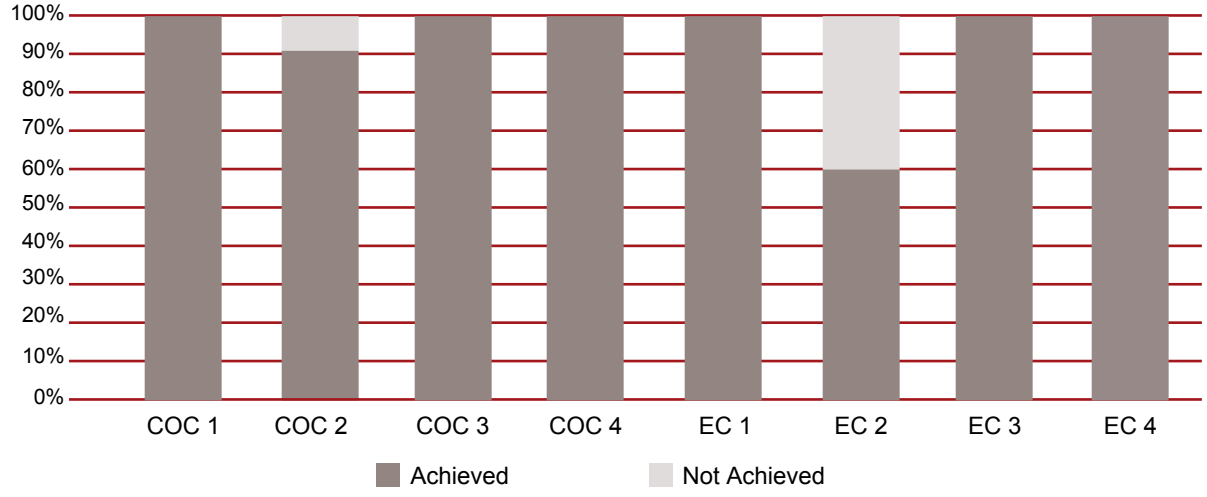
Staffing Levels:
- Full-time: 9
- Part-time: 5

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Minnesota Joint Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Minnesota Joint Analysis Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Minnesota Joint Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Minnesota Joint Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Minnesota Joint Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

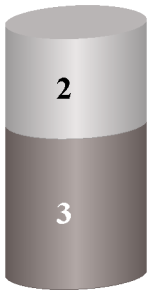
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Minnesota Joint Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Minnesota Joint Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Minnesota Joint Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

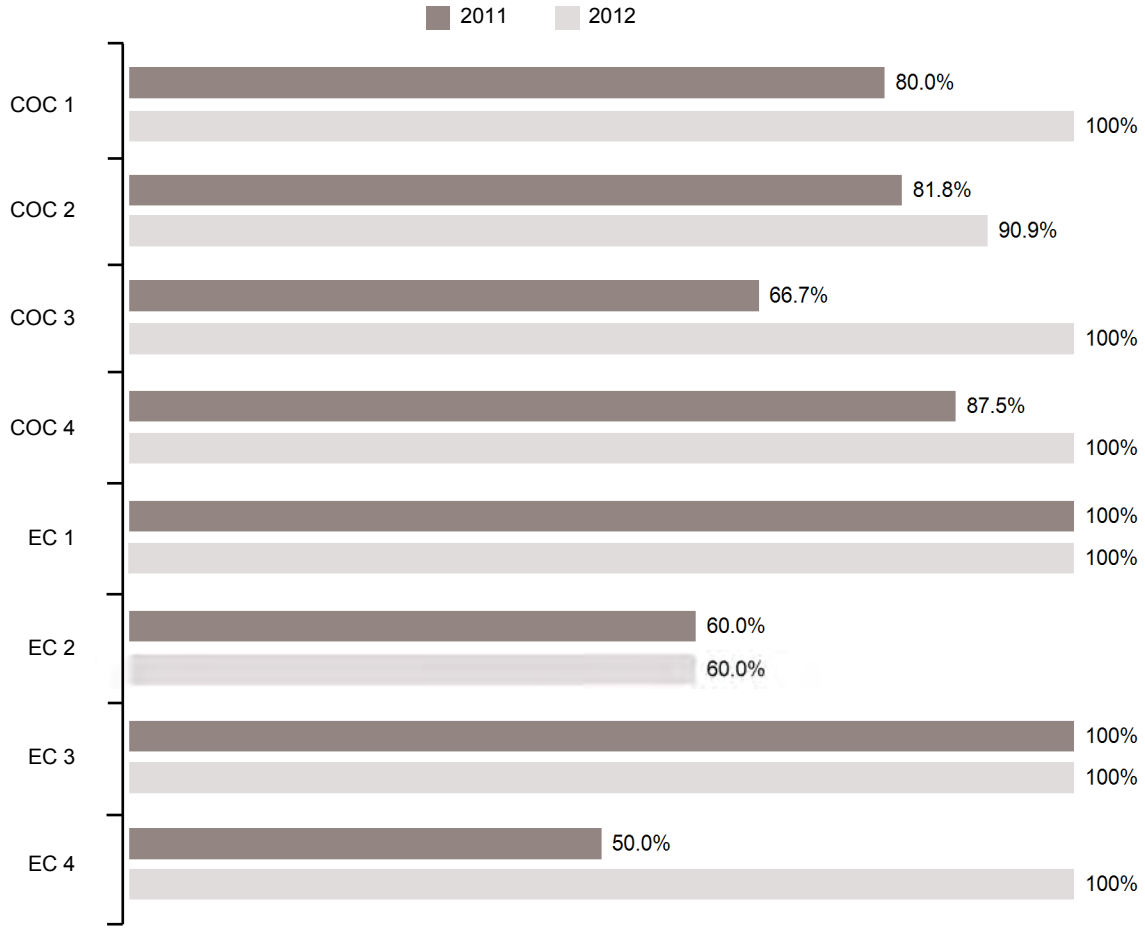
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	7	17.5	87.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	3	3.0	60.0%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	3	2.5	50.0%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Dallas Metro Operations Support and Analytical Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

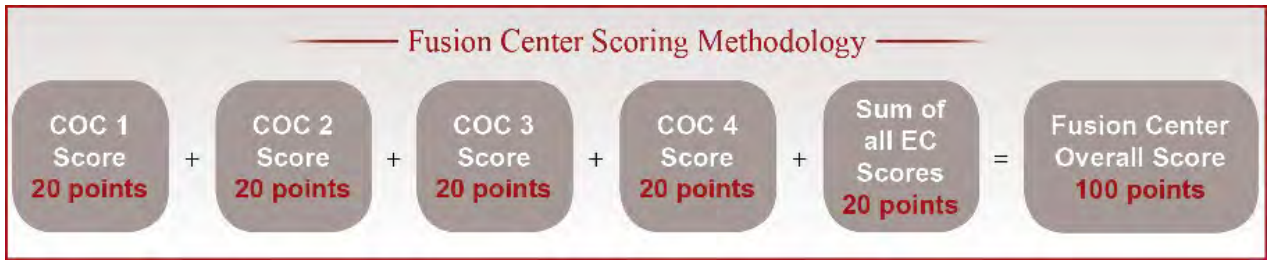
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Dallas Metro Operations Support and Analytical Intelligence Center

Demographic Information

Overall Score: 78.3

National Network Average: 88.2

RAC Category: Recognized

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

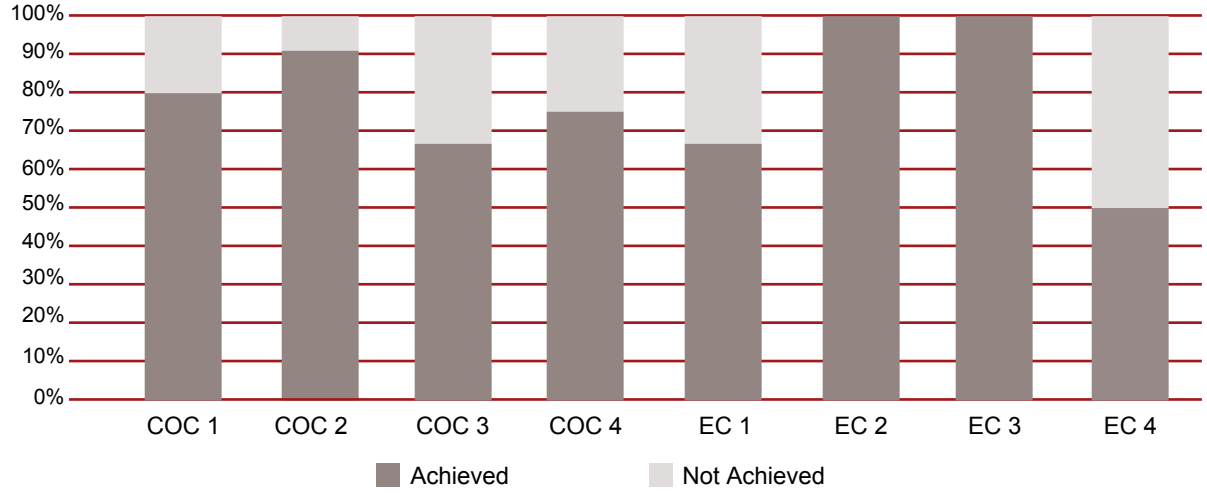
Staffing Levels:
- Full-time: 26
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	6	15.0	75.0%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	3	2.5	50.0%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Dallas Metro Operations Support and Analytical Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Dallas Metro Operations Support and Analytical Intelligence Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

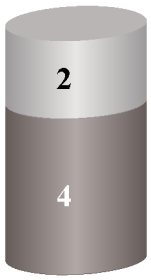
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Dallas Metro Operations Support and Analytical Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

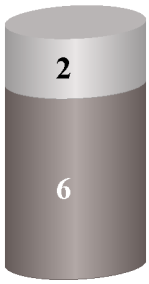
COC 4: Gather

COC Score: 15.0
Percentage: 75%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Dallas Metro Operations Support and Analytical Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	6	20.0	15.0	75.0%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

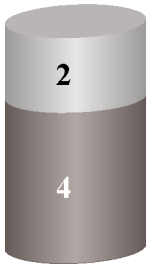
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 3.3
Percentage: 66.7%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Dallas Metro Operations Support and Analytical Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	No
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Dallas Metro Operations Support and Analytical Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Dallas Metro Operations Support and Analytical Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

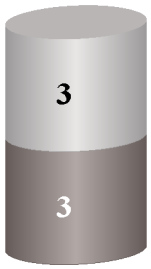
EC 4: Security

COC Score: 2.5
Percentage: 50%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Dallas Metro Operations Support and Analytical Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	3	5.0	2.5	50.0%

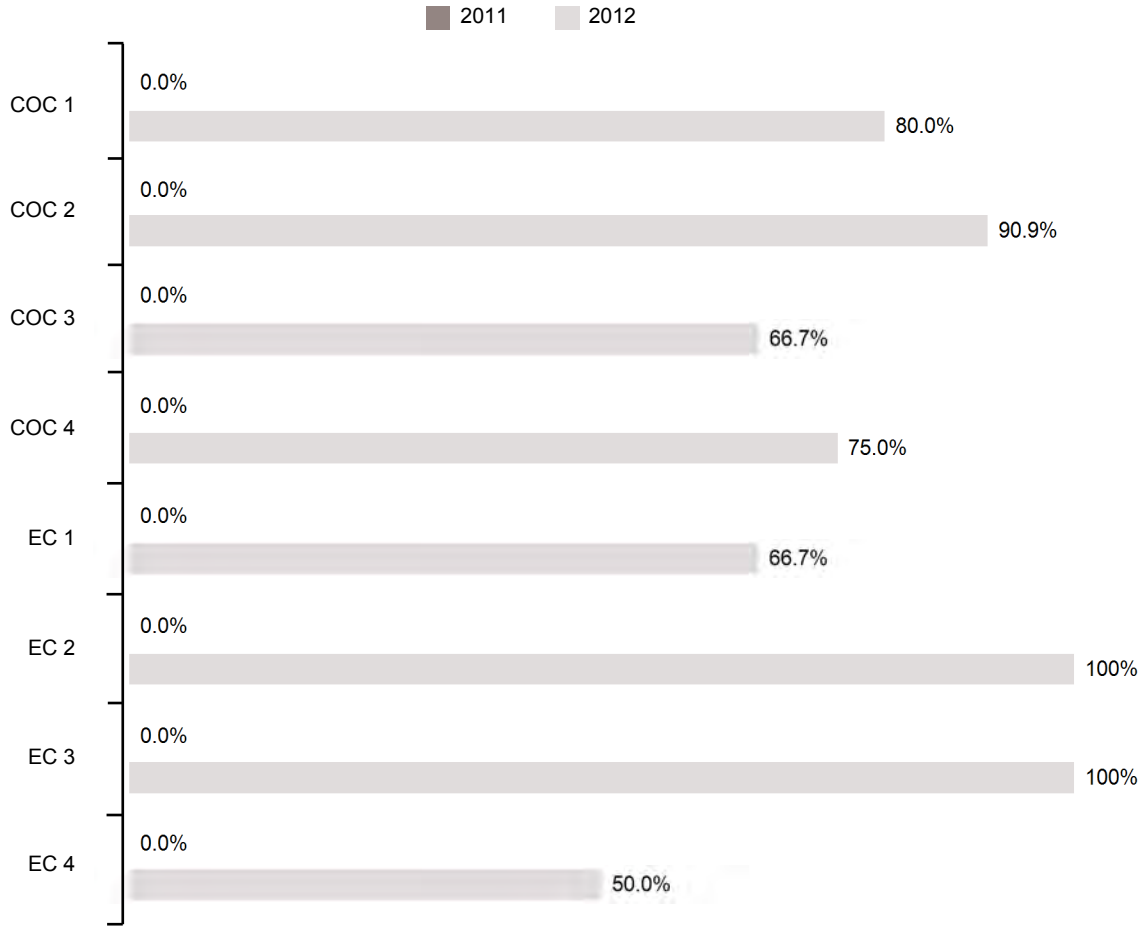
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	0	0.0	0.0%	4	16.0	80.0%
COC 2: Analyze	11	0	0.0	0.0%	10	18.2	90.9%
COC 3: Disseminate	6	0	0.0	0.0%	4	13.3	66.7%
COC 4: Gather	8	0	0.0	0.0%	6	15.0	75.0%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	0	0.0	0.0%	4	3.3	66.7%
EC 2: Sustainment Strategy	5	0	0.0	0.0%	5	5.0	100%
EC 3: Communications	3	0	0.0	0.0%	3	5.0	100%
EC 4: Security	6	0	0.0	0.0%	3	2.5	50.0%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Mississippi Analysis and Information Center

November 2012

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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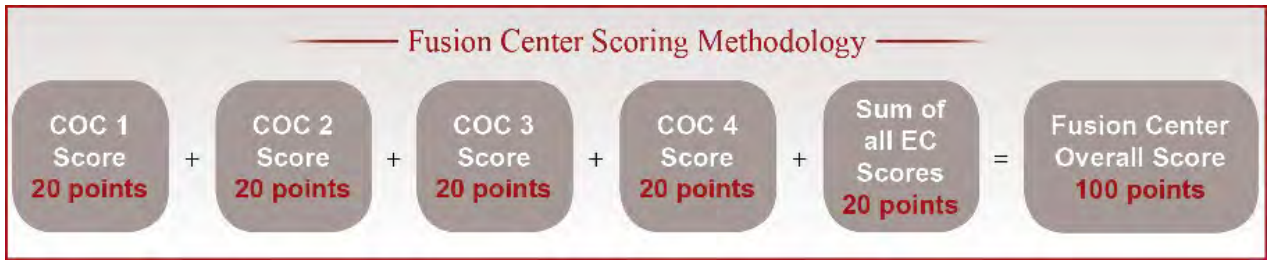
The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Mississippi Analysis and Information Center

Demographic Information

Overall Score: **93.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

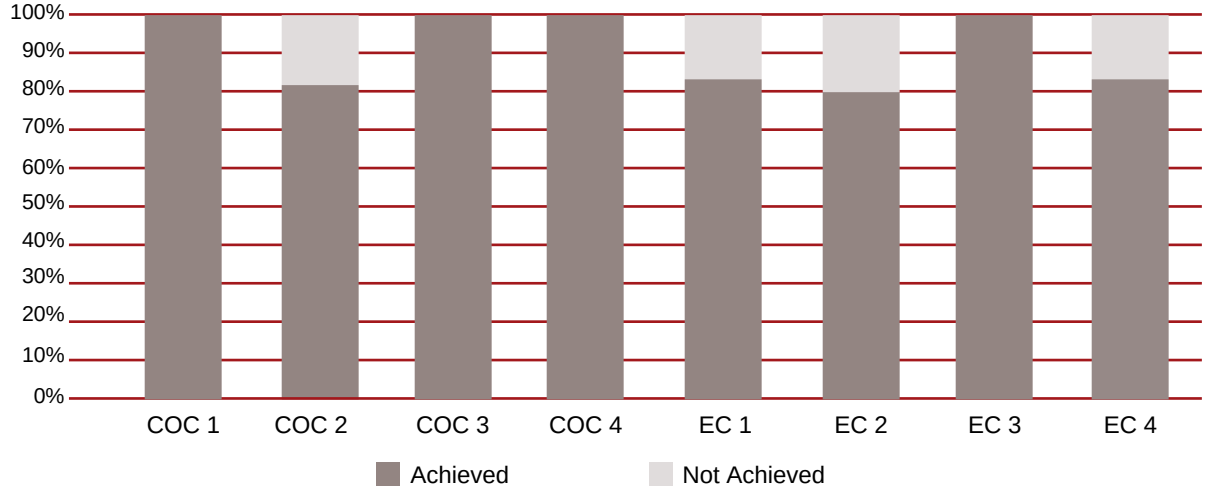
Staffing Levels:
- Full-time: 17
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Mississippi Analysis and Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Mississippi Analysis and Information Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: **20.0**

Percentage: **100%**

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Mississippi Analysis and Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Mississippi Analysis and Information Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

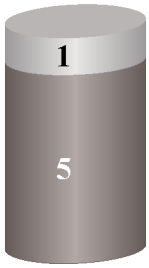
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Mississippi Analysis and Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Mississippi Analysis and Information Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Mississippi Analysis and Information Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 4.2
Percentage: 83.3%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Mississippi Analysis and Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

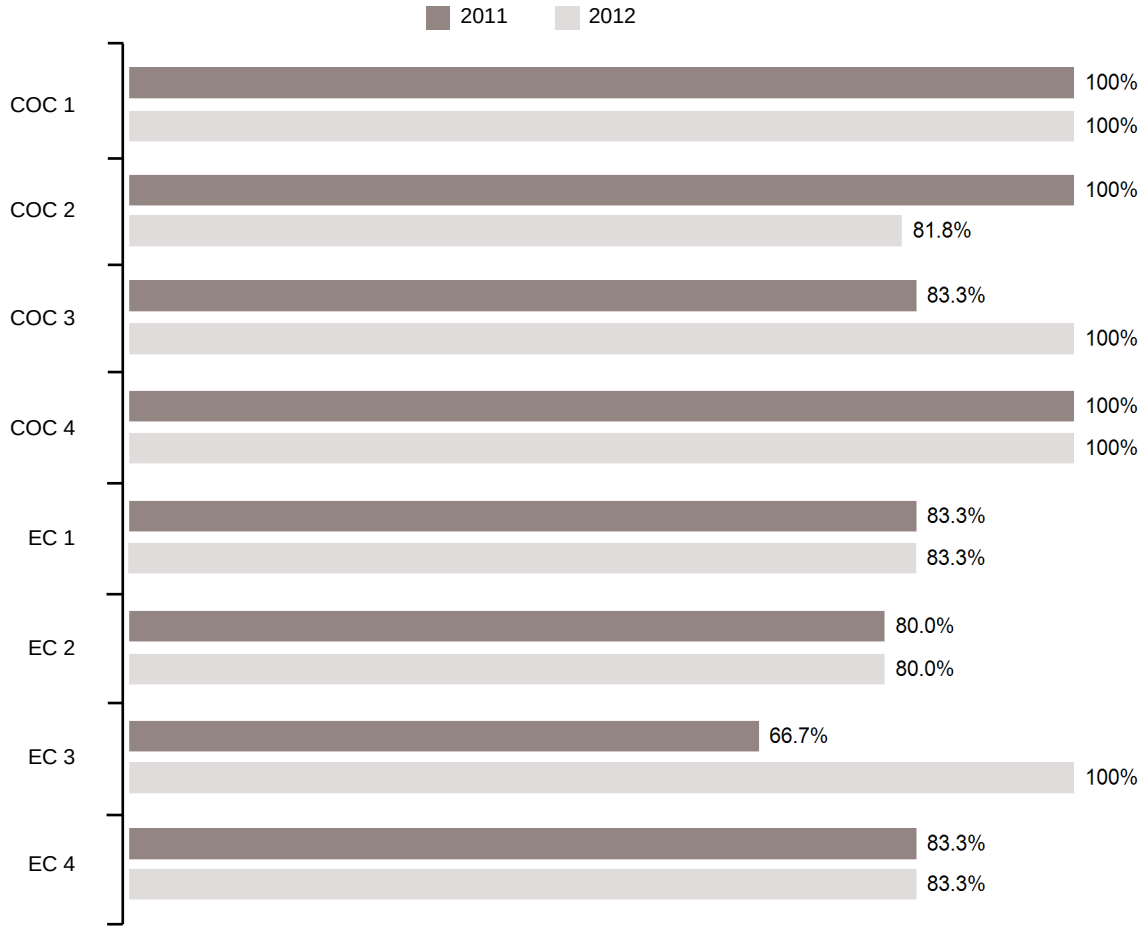
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	9	16.4	81.8%
COC 3: Disseminate	6	5	16.7	83.3%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	5	4.2	83.3%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

North Carolina Information Sharing and Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

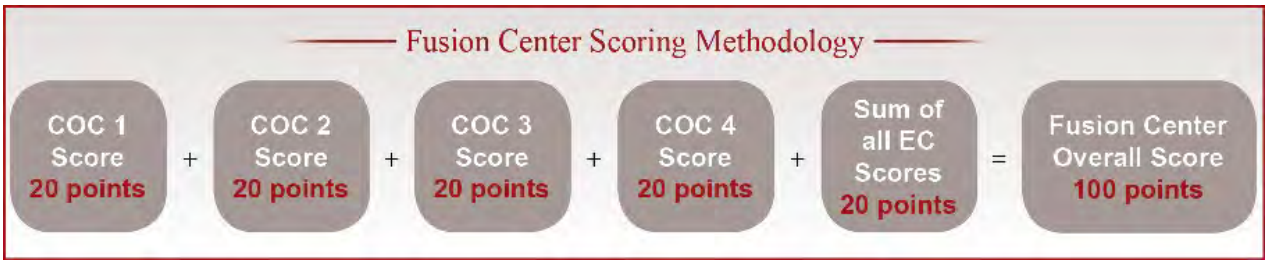
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



North Carolina Information Sharing and Analysis Center

Demographic Information

Overall Score: **90.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes

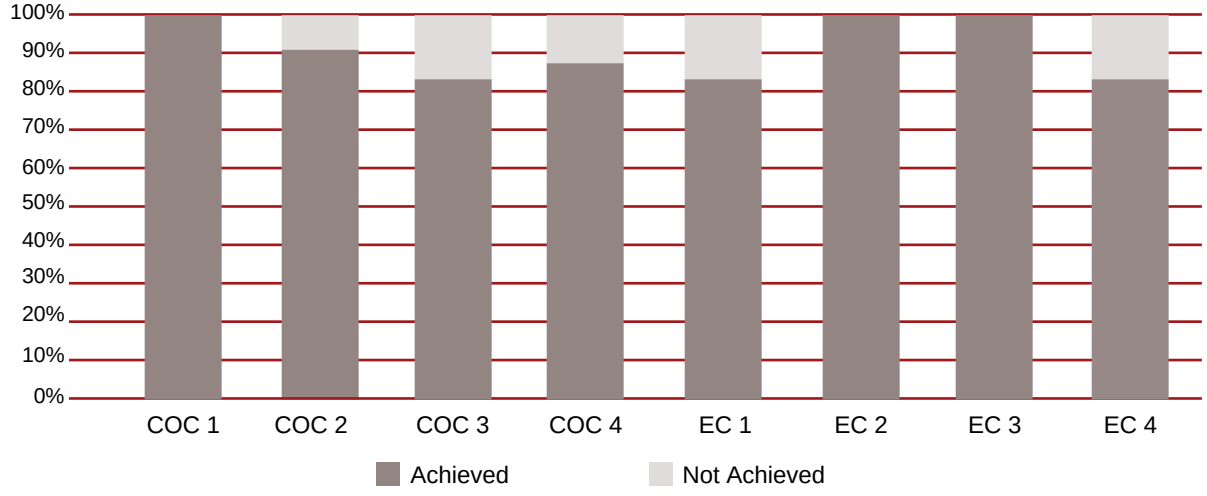
Staffing Levels:
- Full-time: 11
- Part-time: 4

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The North Carolina Information Sharing and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The North Carolina Information Sharing and Analysis Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

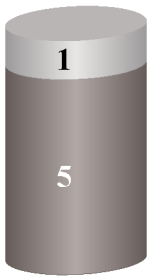
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The North Carolina Information Sharing and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The North Carolina Information Sharing and Analysis Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

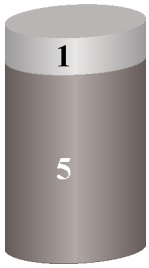
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The North Carolina Information Sharing and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The North Carolina Information Sharing and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The North Carolina Information Sharing and Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 4.2
Percentage: 83.3%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The North Carolina Information Sharing and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

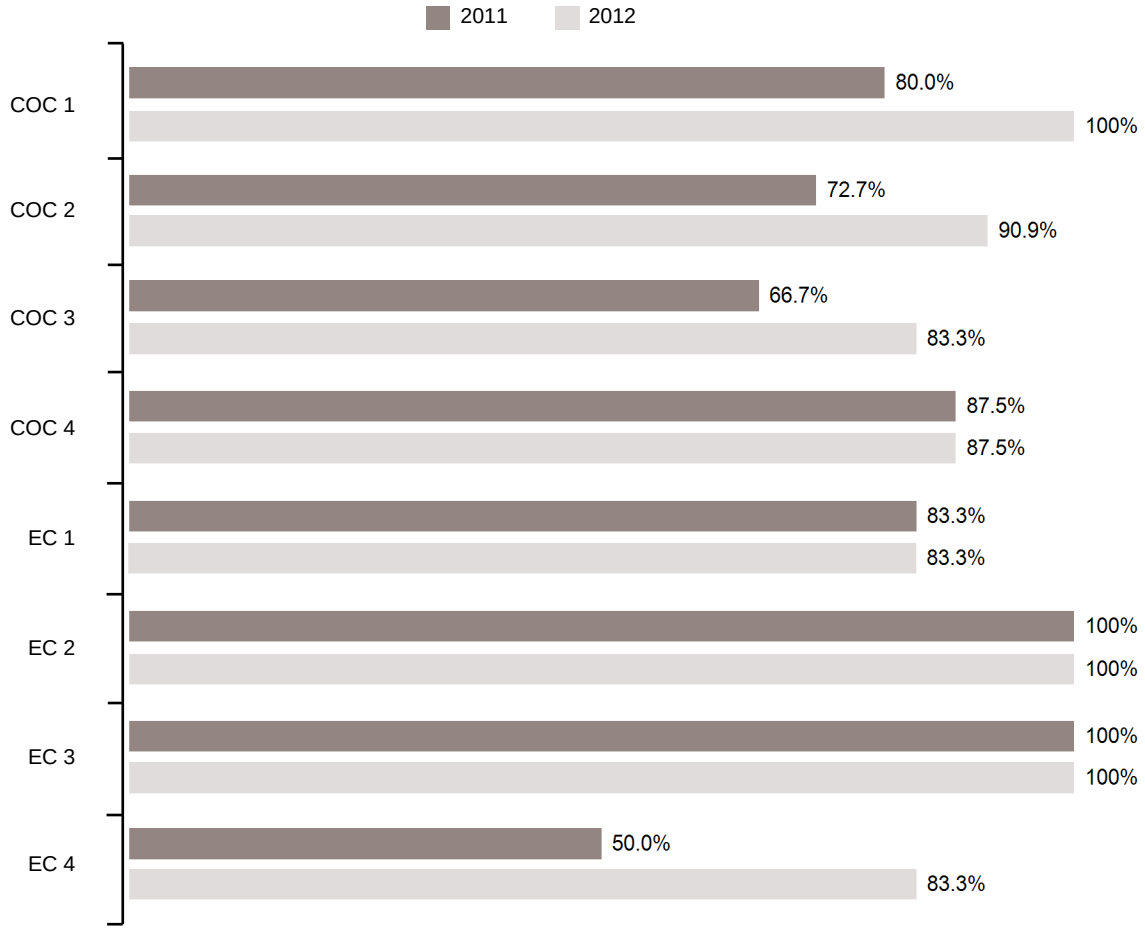
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	7	17.5	87.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	3	2.5	50.0%	5	4.2	83.3%

Achievement of Capability Attributes



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Northern California Regional Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

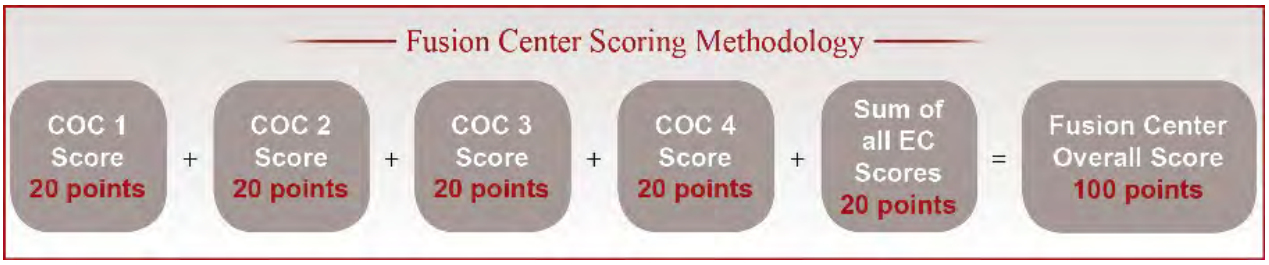
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Northern California Regional Intelligence Center

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes

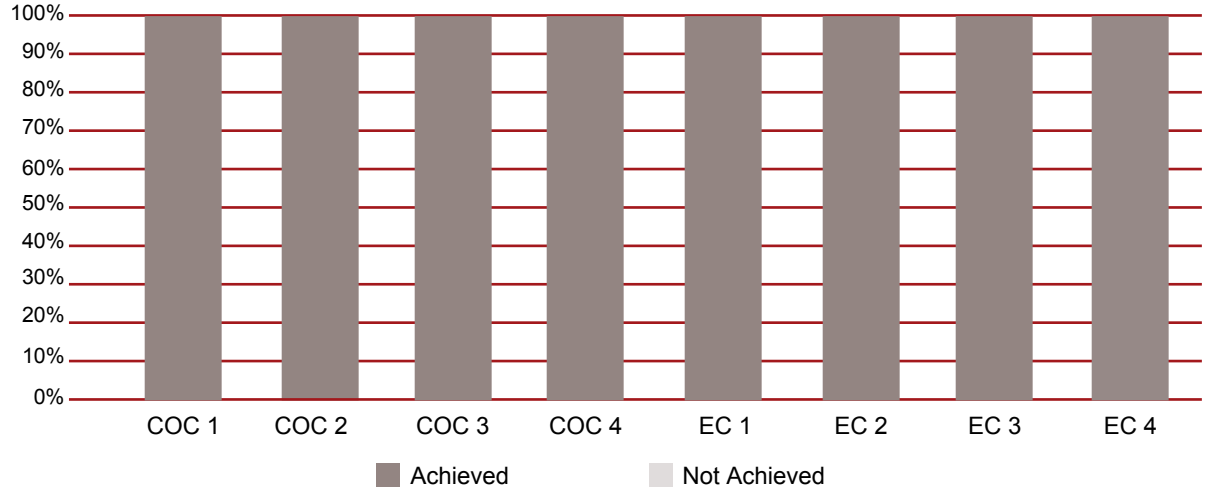
Staffing Levels:
- Full-time: 65
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Northern California Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

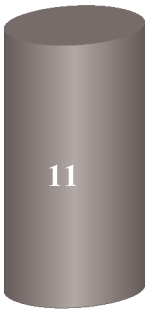
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Northern California Regional Intelligence Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Northern California Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0
Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Northern California Regional Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Northern California Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Northern California Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Northern California Regional Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Northern California Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

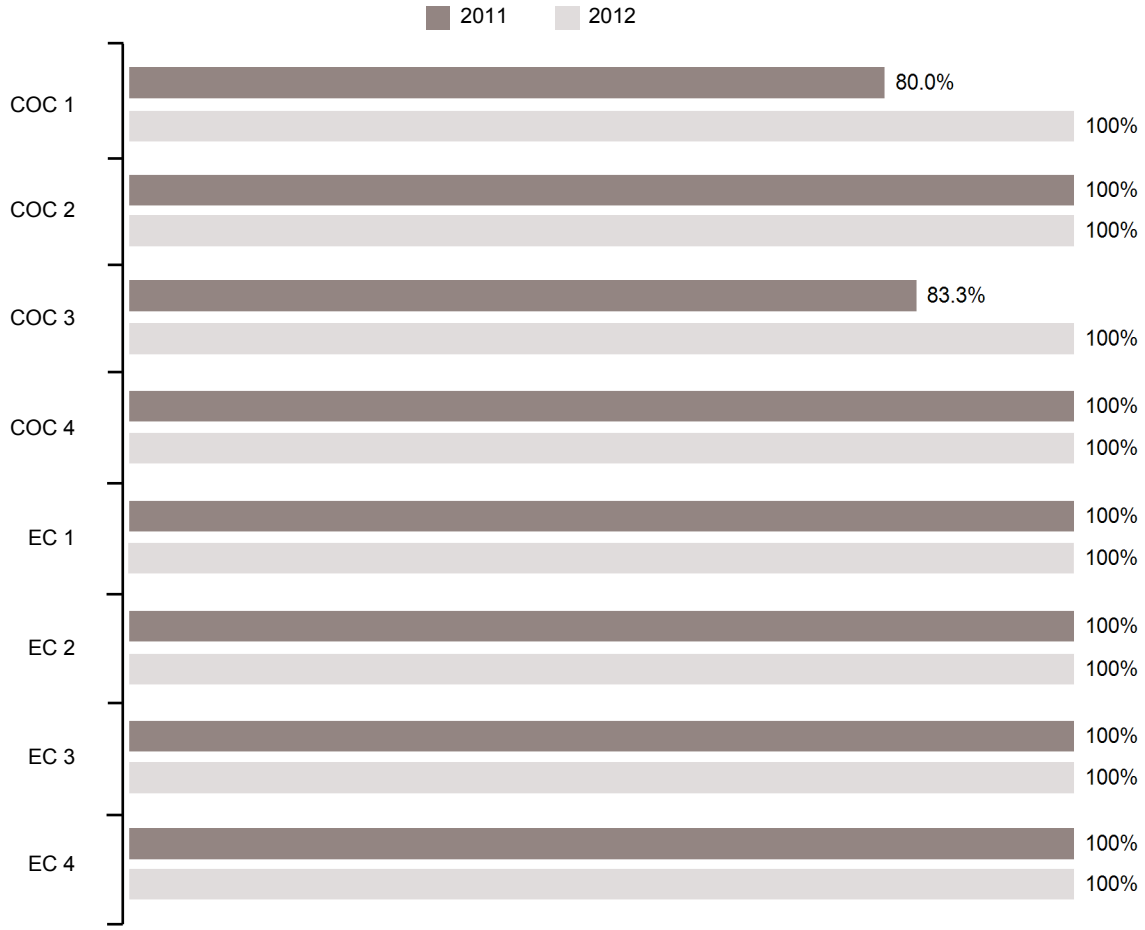
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	5	16.7	83.3%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

North Central Texas Fusion Center

November 2012

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Introduction

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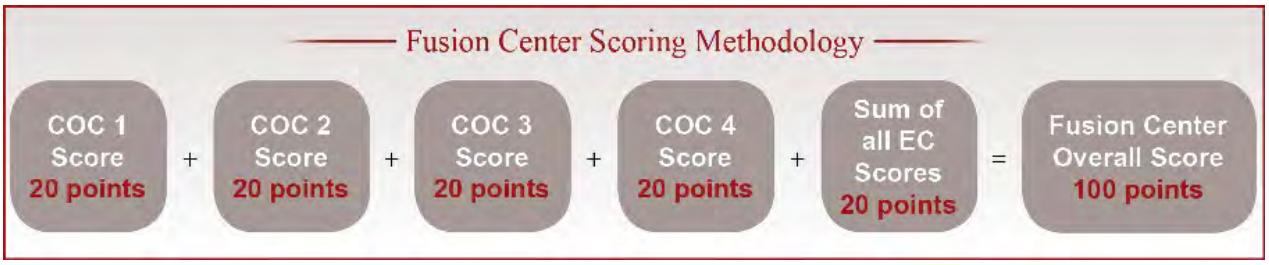
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



North Central Texas Fusion Center

Demographic Information

Overall Score: **98.2**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

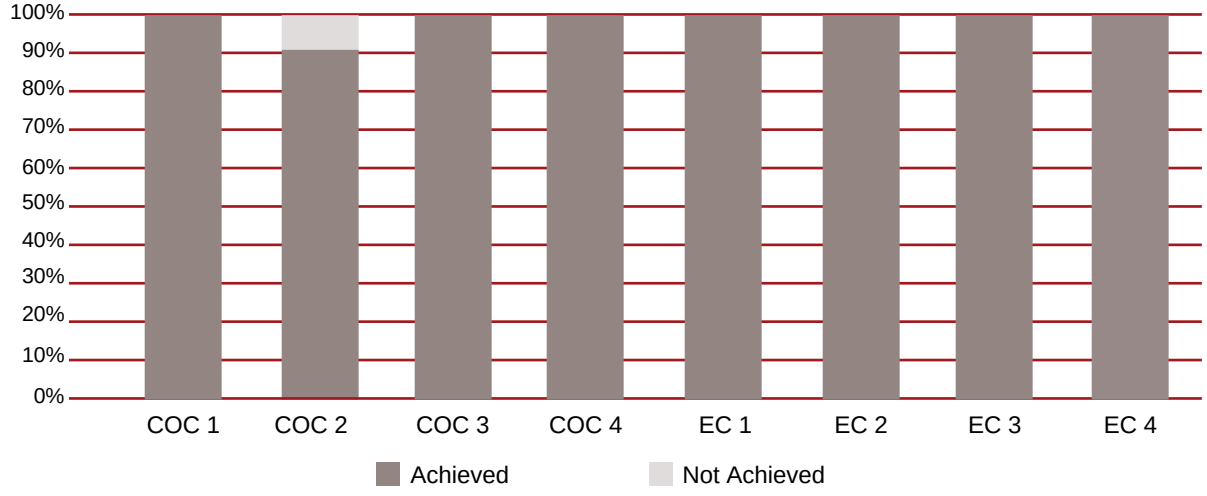
Staffing Levels:
- Full-time: 15
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The North Central Texas Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The North Central Texas Fusion Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The North Central Texas Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The North Central Texas Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The North Central Texas Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The North Central Texas Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The North Central Texas Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The North Central Texas Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

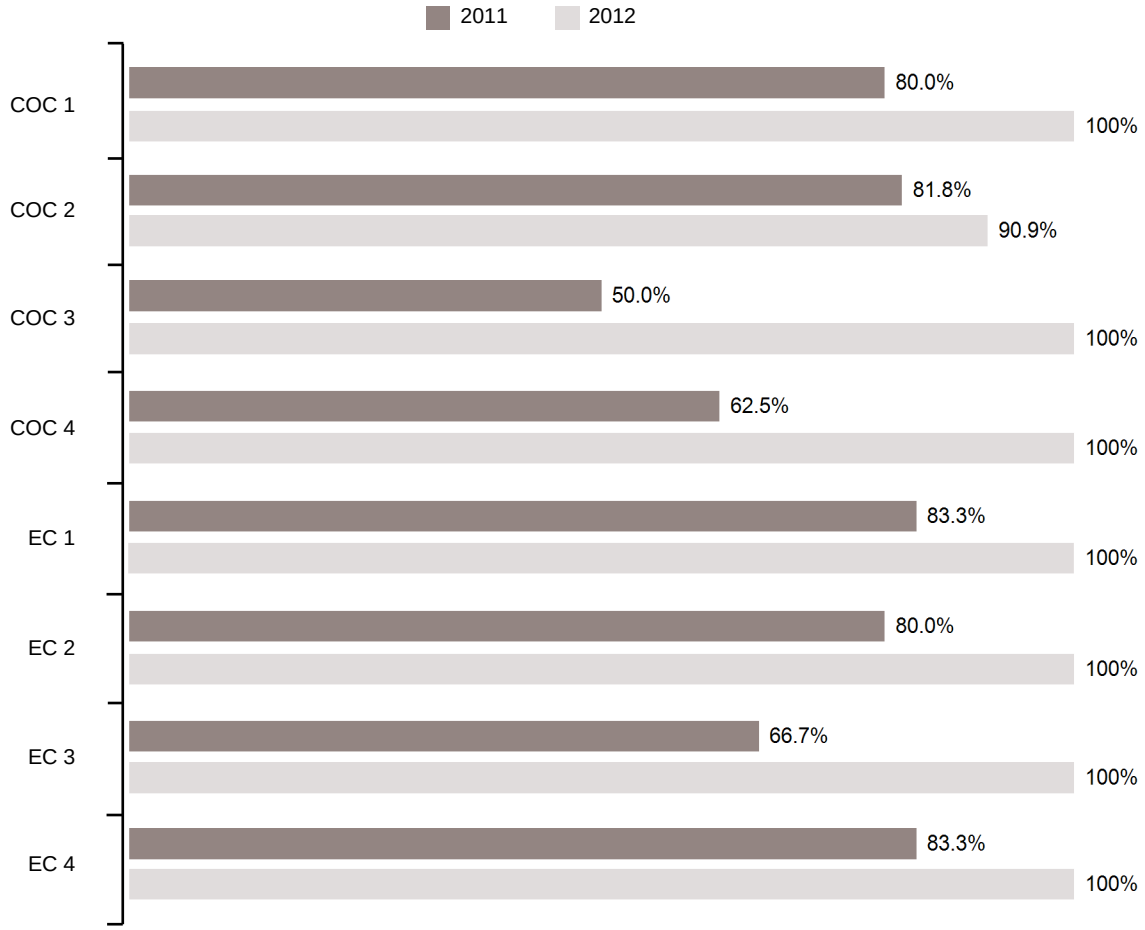
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	10	18.2	90.9%
COC 3: Disseminate	6	3	10.0	50.0%	6	20.0	100%
COC 4: Gather	8	5	12.5	62.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

North Dakota State and Local Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

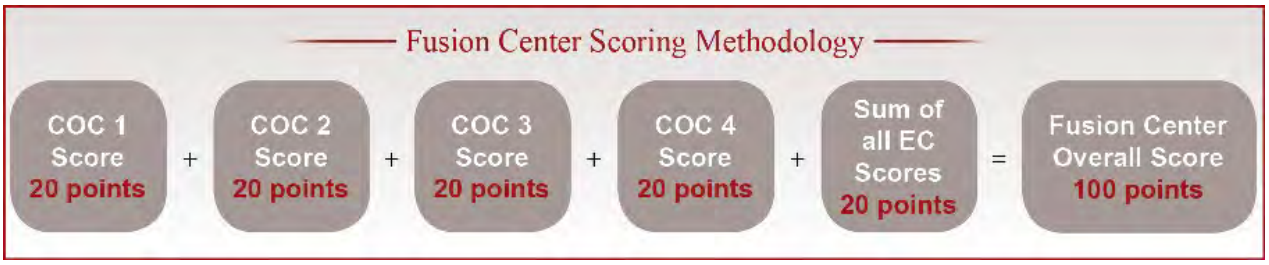
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



North Dakota State and Local Intelligence Center

Demographic Information

Overall Score: **90.3**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2004

Mission: Counterterrorism, All-Crimes, All-Hazards

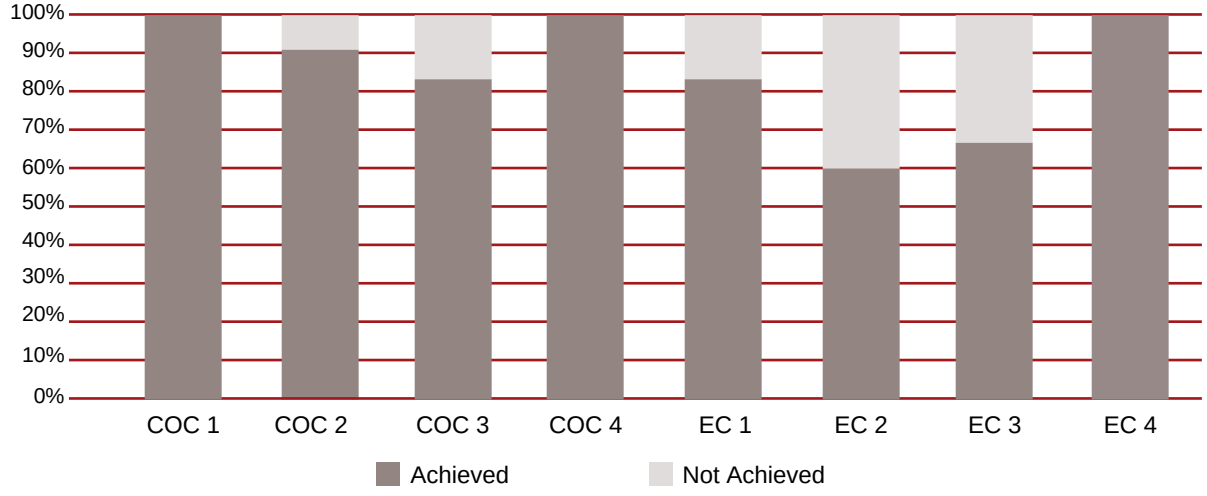
Staffing Levels:
- Full-time: 12
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The North Dakota State and Local Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The North Dakota State and Local Intelligence Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	No
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

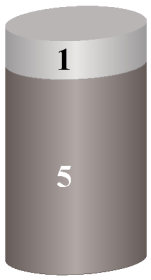
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The North Dakota State and Local Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The North Dakota State and Local Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

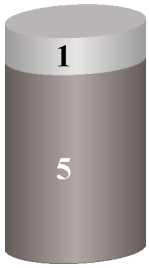
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The North Dakota State and Local Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

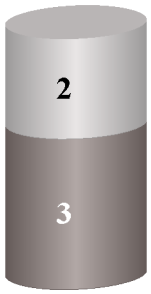
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The North Dakota State and Local Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

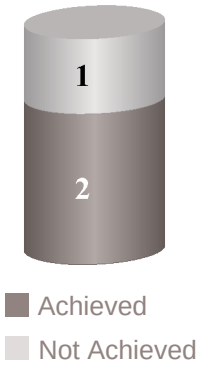
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The North Dakota State and Local Intelligence Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

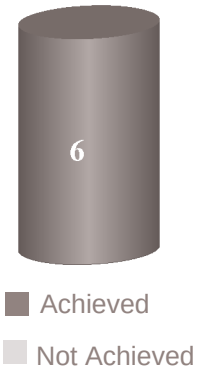
EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The North Dakota State and Local Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

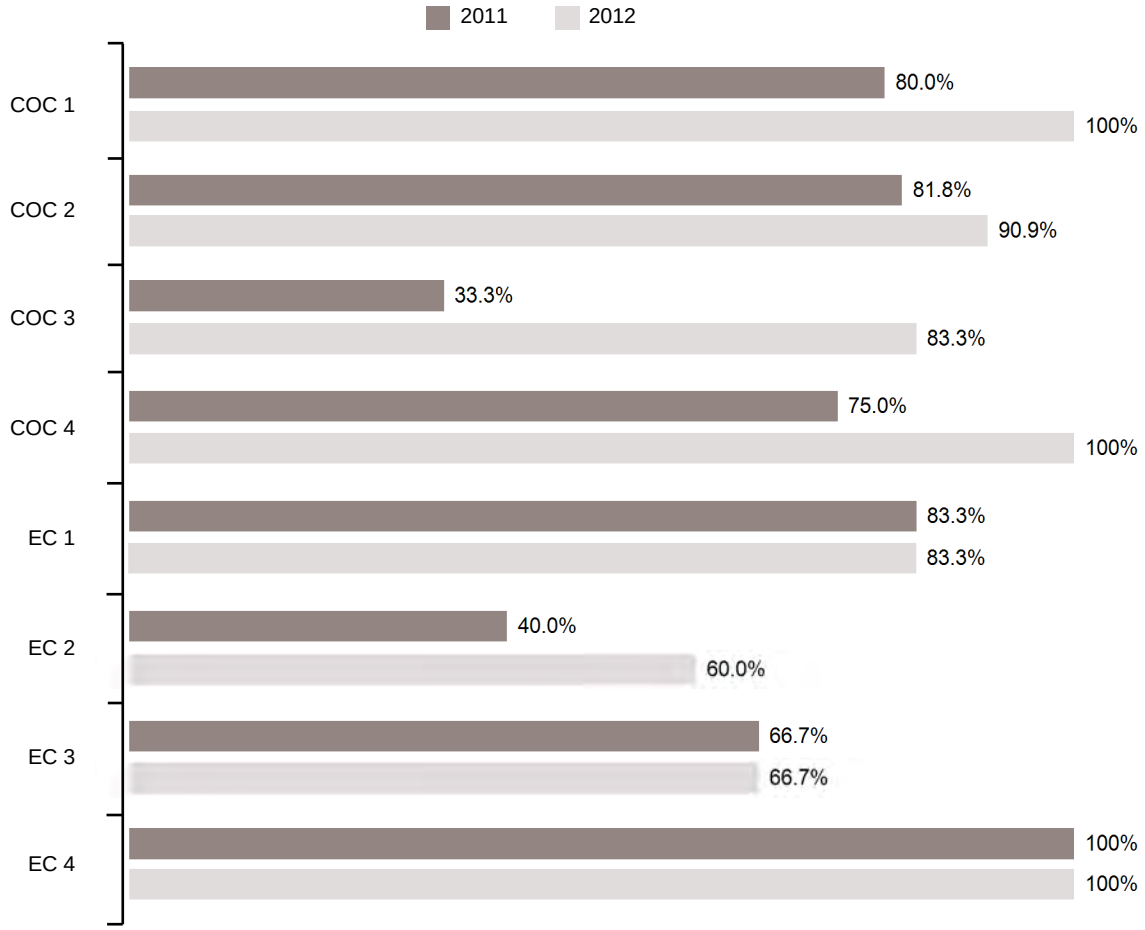
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	10	18.2	90.9%
COC 3: Disseminate	6	2	6.7	33.3%	5	16.7	83.3%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	3	3.0	60.0%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



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Northeast Ohio Regional Fusion Center

November 2012

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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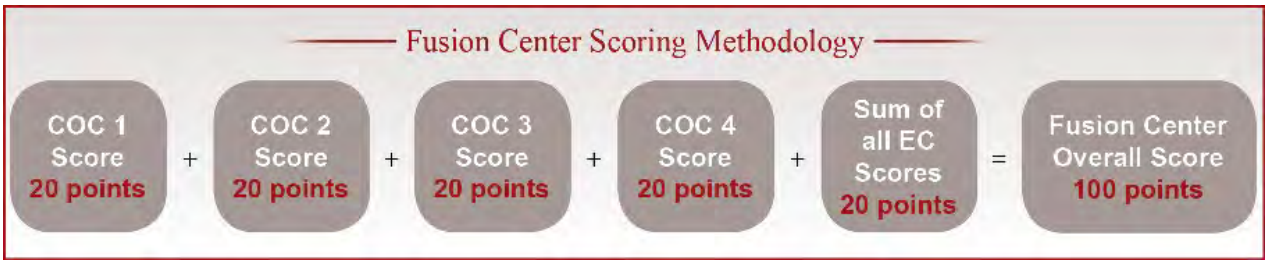
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Northeast Ohio Regional Fusion Center

Demographic Information

Overall Score: **89.5**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

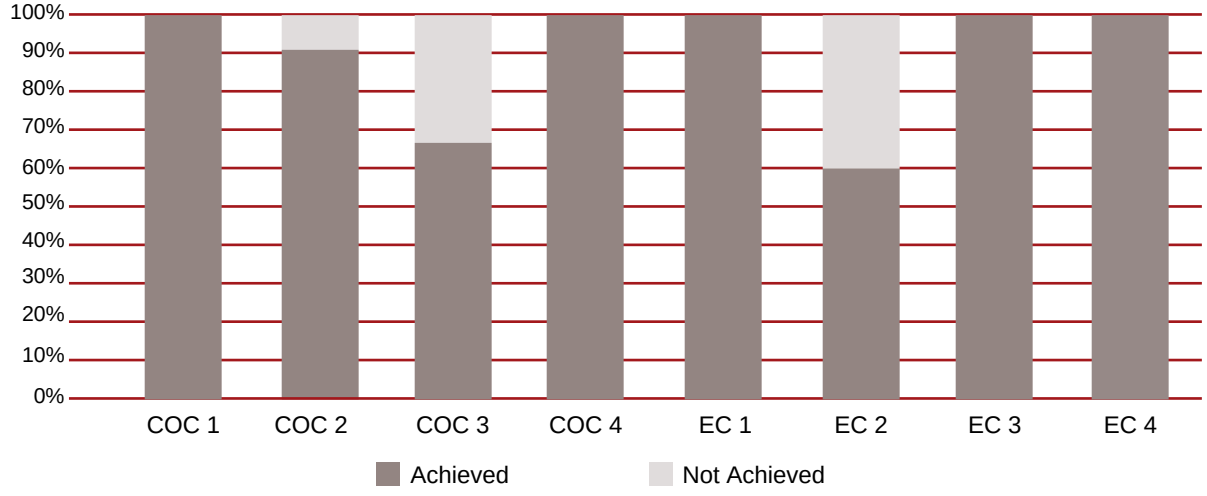
Staffing Levels:
- Full-time: 7
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Northeast Ohio Regional Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Northeast Ohio Regional Fusion Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

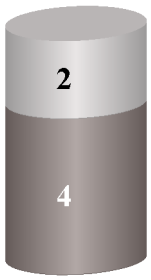
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Northeast Ohio Regional Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Northeast Ohio Regional Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Northeast Ohio Regional Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

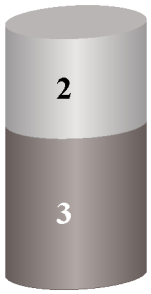
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Northeast Ohio Regional Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Northeast Ohio Regional Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Northeast Ohio Regional Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

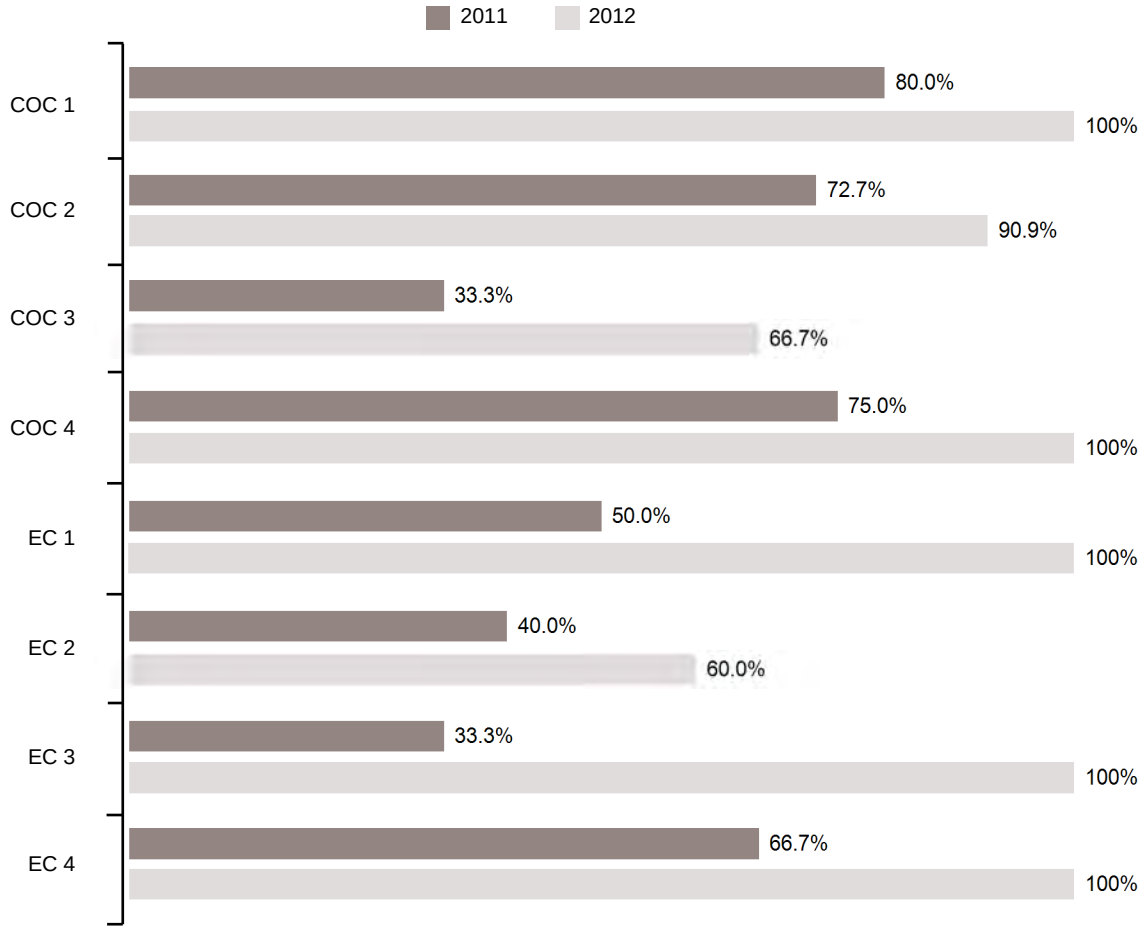
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	10	18.2	90.9%
COC 3: Disseminate	6	2	6.7	33.3%	4	13.3	66.7%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	3	2.5	50.0%	6	5.0	100%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	3	3.0	60.0%
EC 3: Communications	3	1	1.7	33.3%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

New Hampshire Information and Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

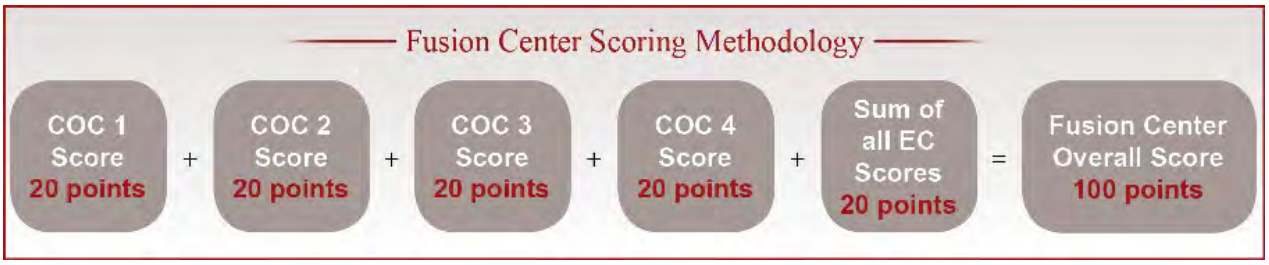
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



New Hampshire Information and Analysis Center

Demographic Information

Overall Score: **98.2**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2010

Mission: Counterterrorism, All-Crimes, All-Hazards

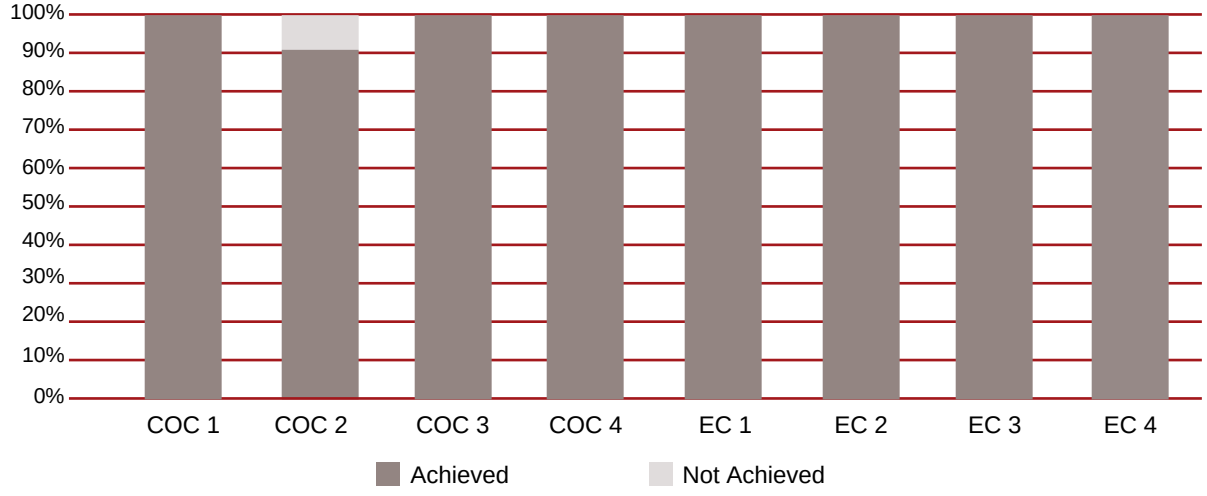
Staffing Levels:
- Full-time: 6
- Part-time: 5

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The New Hampshire Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The New Hampshire Information and Analysis Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The New Hampshire Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The New Hampshire Information and Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The New Hampshire Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The New Hampshire Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The New Hampshire Information and Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The New Hampshire Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

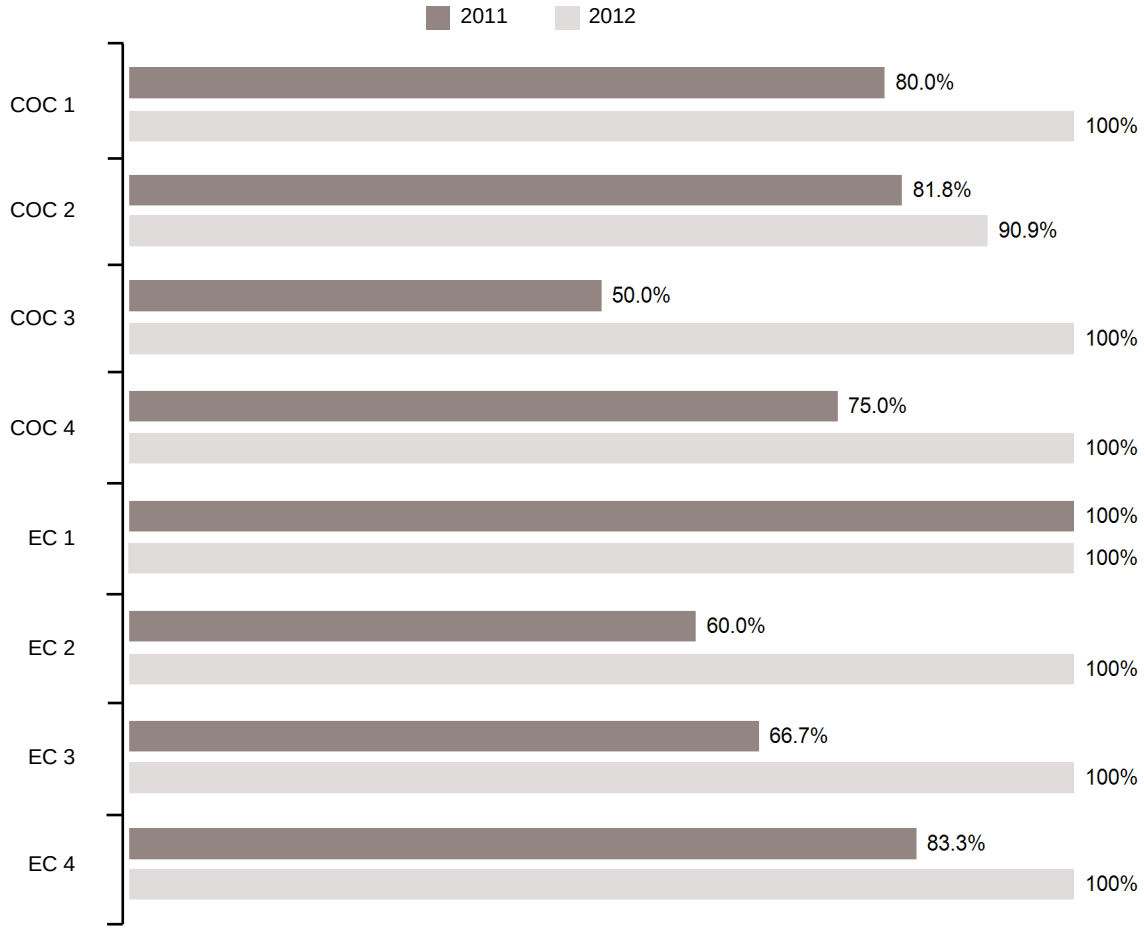
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	10	18.2	90.9%
COC 3: Disseminate	6	3	10.0	50.0%	6	20.0	100%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Nebraska Information Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

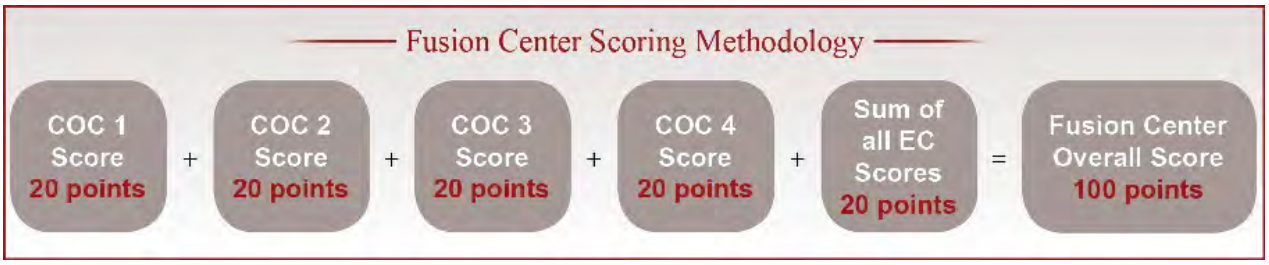
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Nebraska Information Analysis Center

Demographic Information

Overall Score: **94.8**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

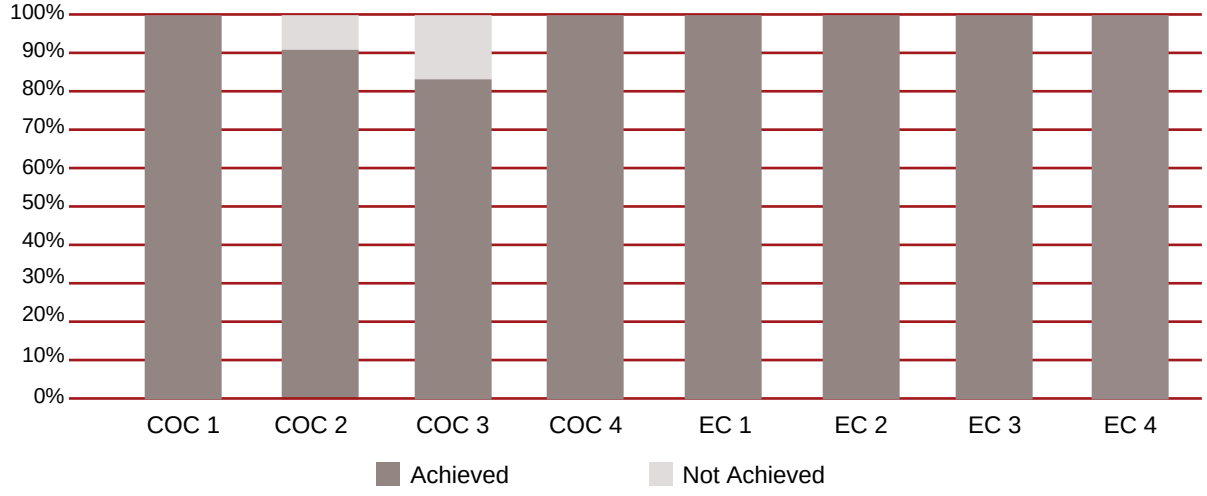
Staffing Levels:
- Full-time: 18
- Part-time: 5

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Nebraska Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Nebraska Information Analysis Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

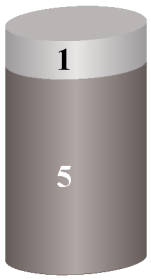
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Nebraska Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Nebraska Information Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Nebraska Information Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Nebraska Information Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Nebraska Information Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Nebraska Information Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

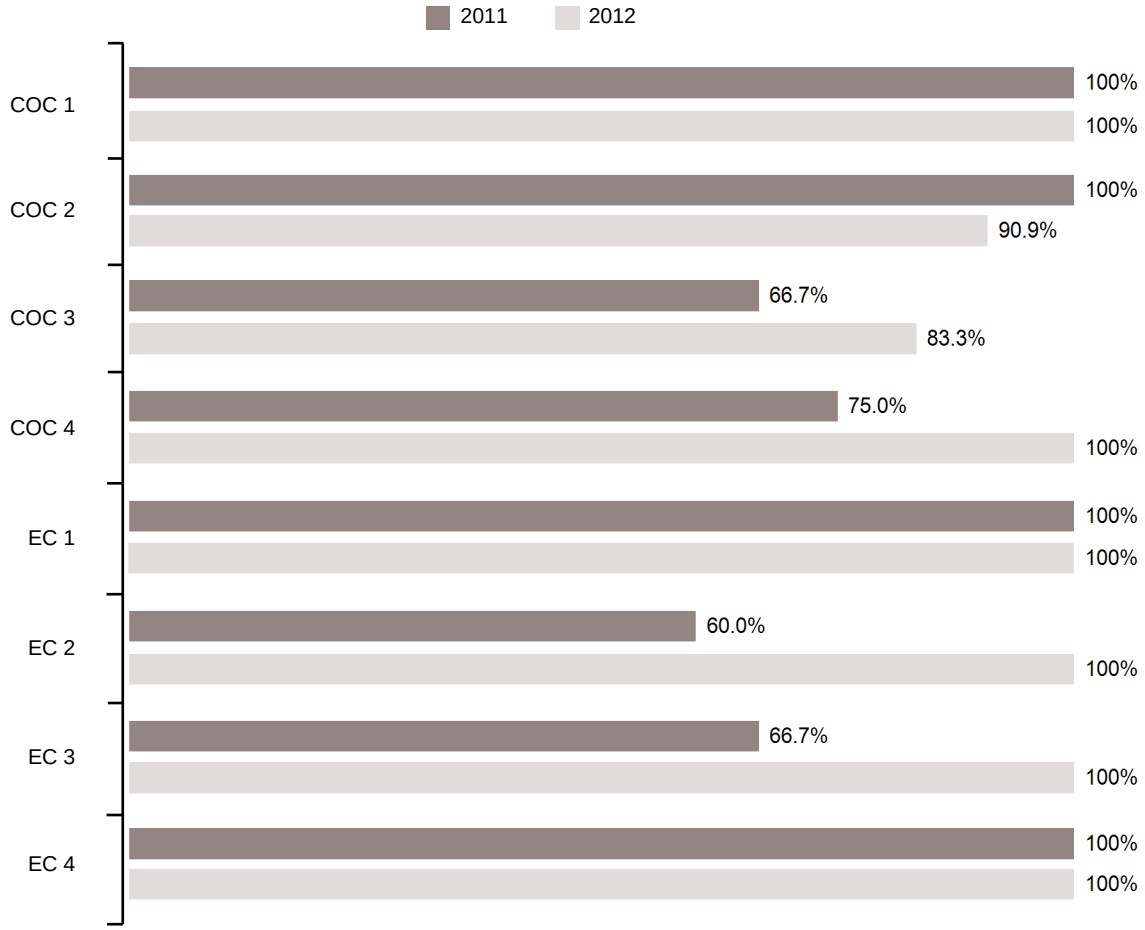
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

New Jersey Regional Operations Intelligence Center

November 2012

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Introduction

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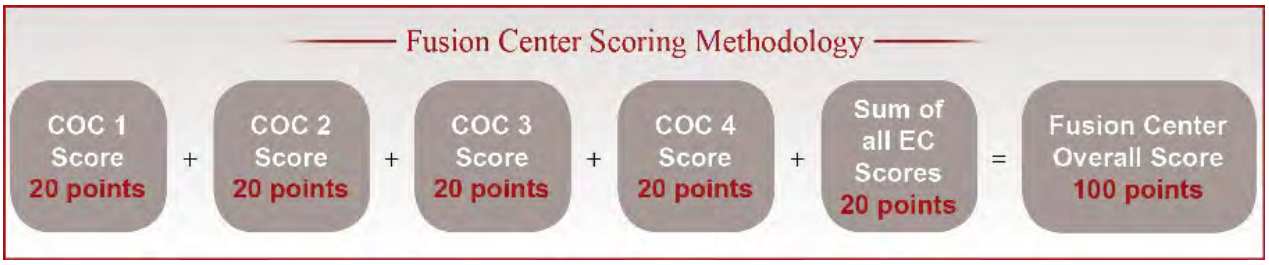
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



New Jersey Regional Operations Intelligence Center

Demographic Information

Overall Score: **88.5**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

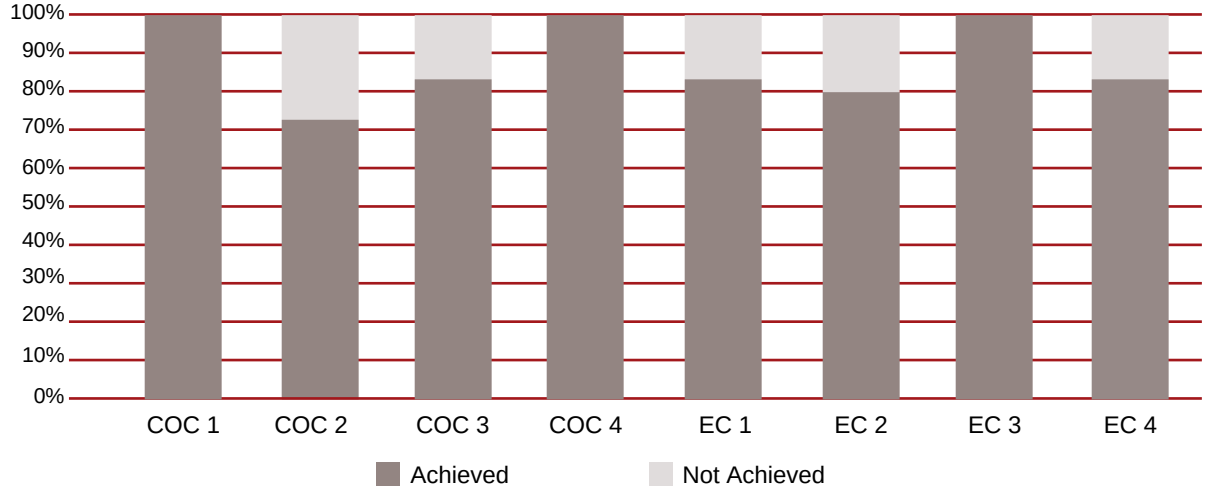
Staffing Levels:
- Full-time: 80
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	8	14.5	72.7%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The New Jersey Regional Operations Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 14.5
Percentage: 72.7%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The New Jersey Regional Operations Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	8	20.0	14.5	72.7%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

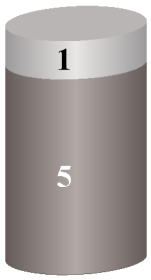
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The New Jersey Regional Operations Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The New Jersey Regional Operations Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

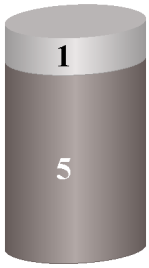
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The New Jersey Regional Operations Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The New Jersey Regional Operations Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The New Jersey Regional Operations Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **4.2**
Percentage: **83.3%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The New Jersey Regional Operations Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

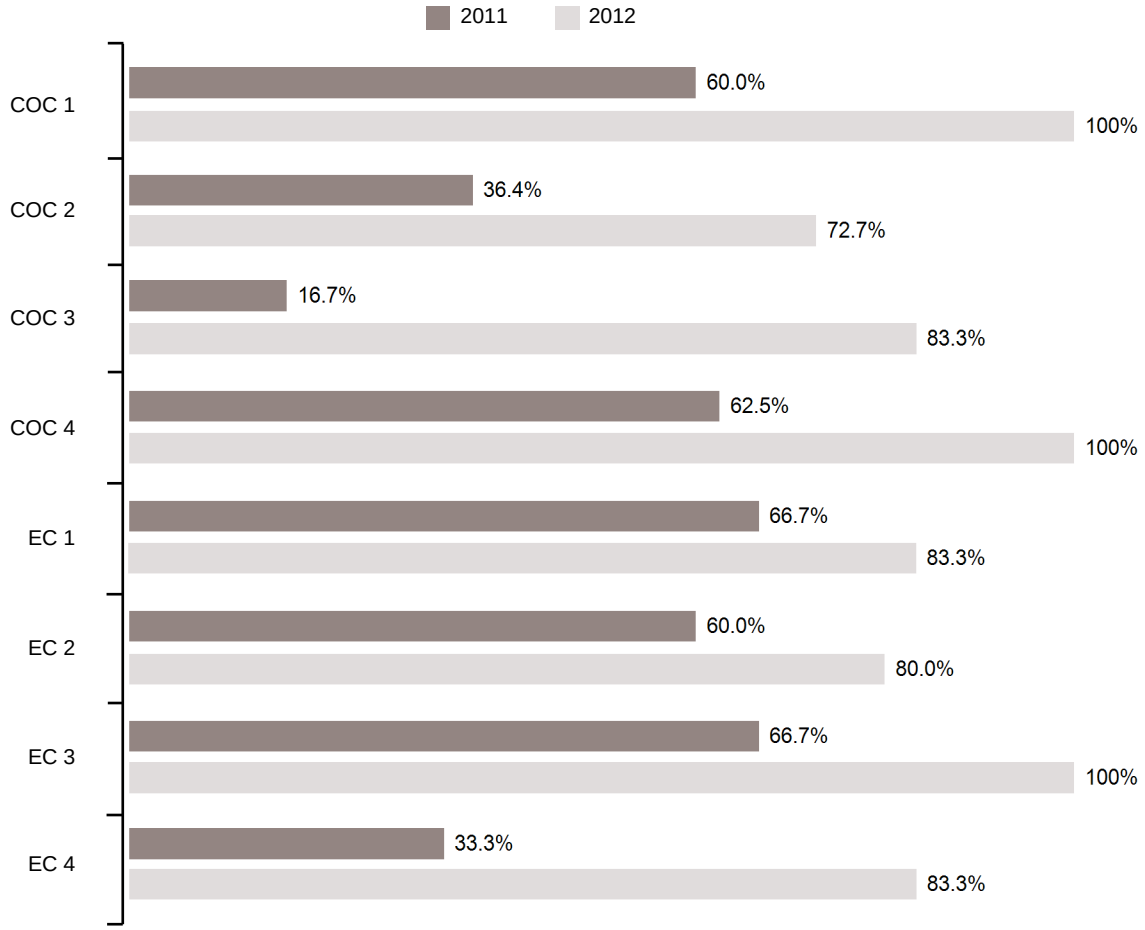
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	3	12.0	60.0%	5	20.0	100%
COC 2: Analyze	11	4	7.3	36.4%	8	14.5	72.7%
COC 3: Disseminate	6	1	3.3	16.7%	5	16.7	83.3%
COC 4: Gather	8	5	12.5	62.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	2	1.7	33.3%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

New Mexico All Source Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

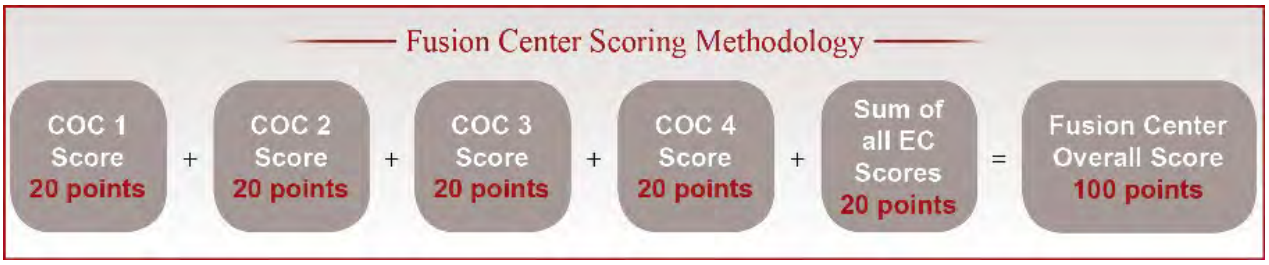
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



New Mexico All Source Intelligence Center

Demographic Information

Overall Score: **87.0**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

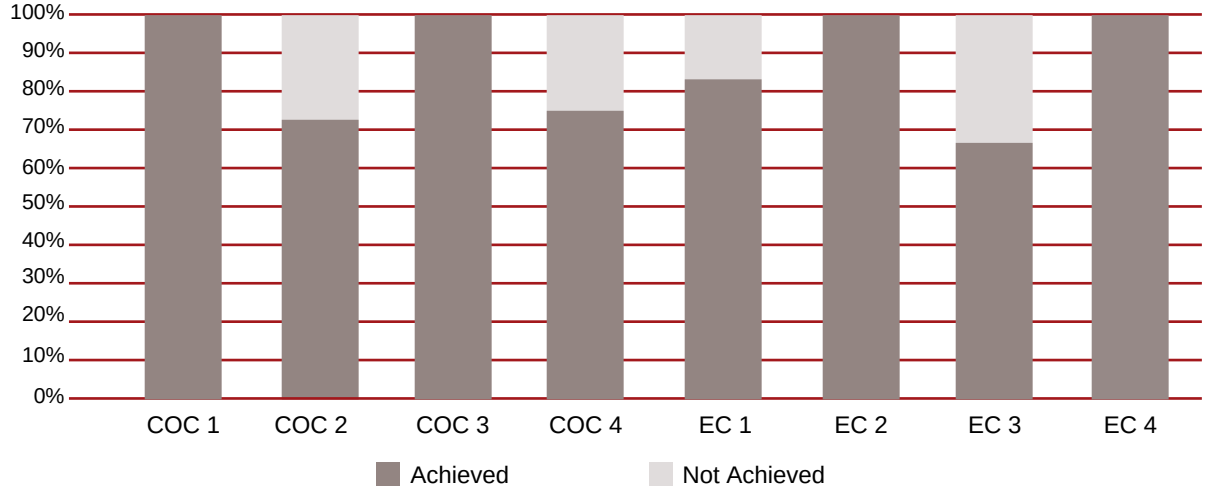
Staffing Levels:
- Full-time: 9
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	8	14.5	72.7%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	6	15.0	75.0%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The New Mexico All Source Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 14.5
Percentage: 72.7%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The New Mexico All Source Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	8	20.0	14.5	72.7%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The New Mexico All Source Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

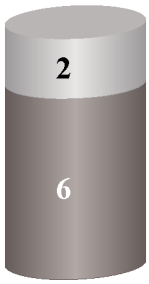
COC Score: 15.0

Percentage: 75%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The New Mexico All Source Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	6	20.0	15.0	75.0%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	No
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

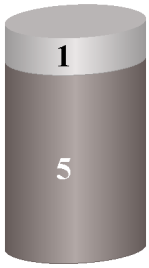
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The New Mexico All Source Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The New Mexico All Source Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

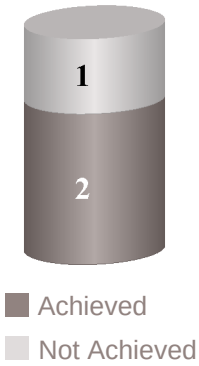
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The New Mexico All Source Intelligence Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	No

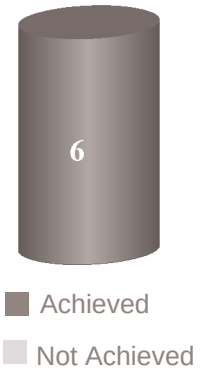
EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The New Mexico All Source Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

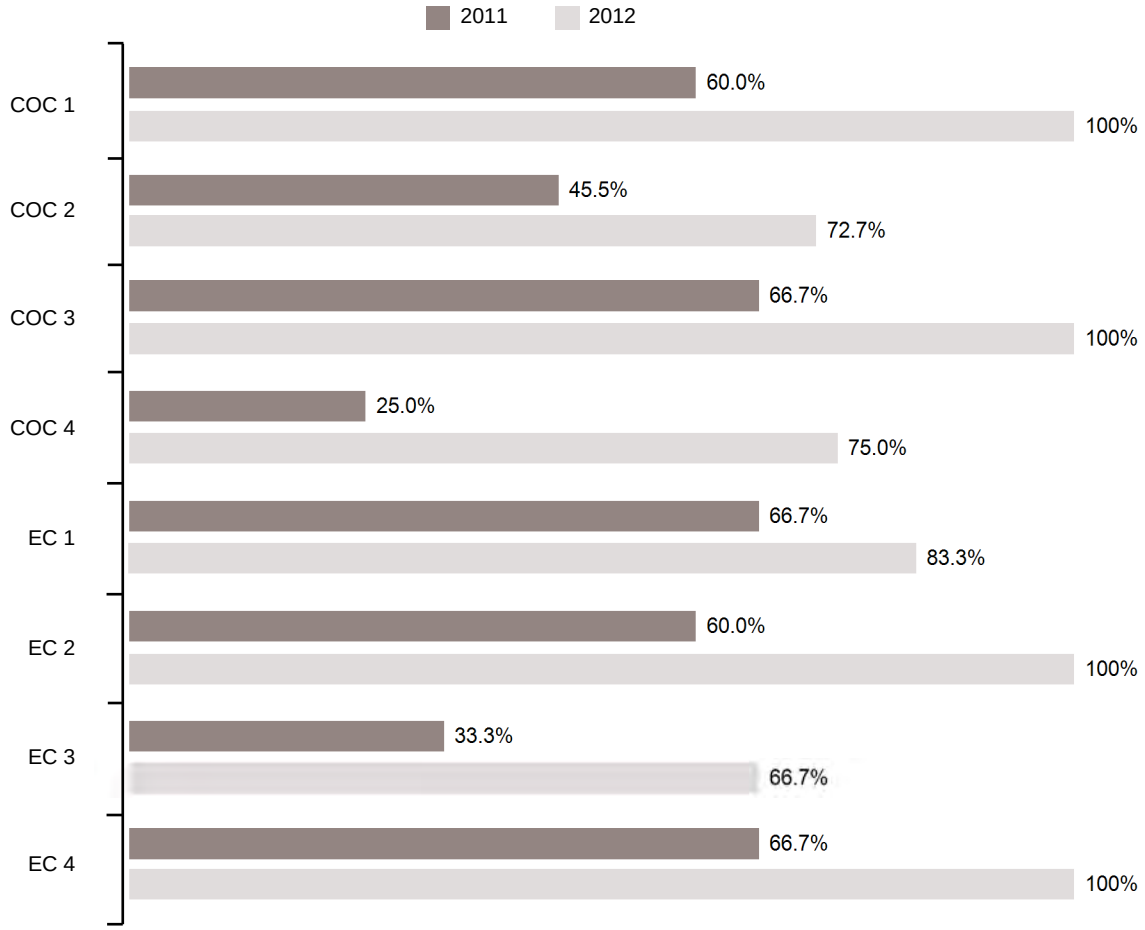
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	3	12.0	60.0%	5	20.0	100%
COC 2: Analyze	11	5	9.1	45.5%	8	14.5	72.7%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	2	5.0	25.0%	6	15.0	75.0%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	2	3.3	66.7%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Puerto Rico National Security State Information Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

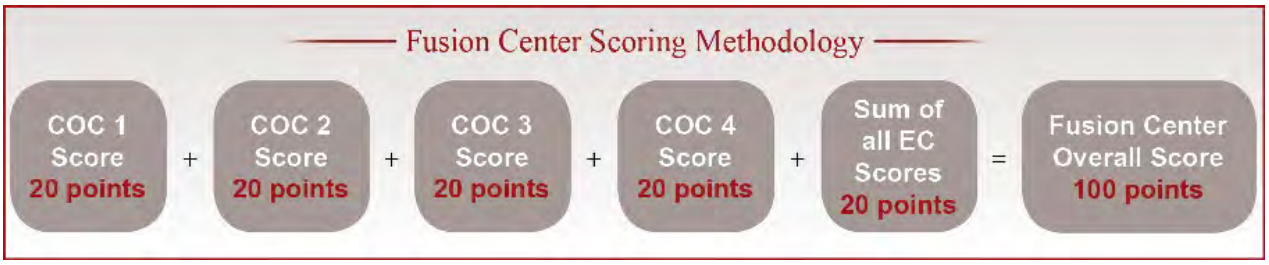
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Puerto Rico National Security State Information Center

Demographic Information

Overall Score: **43.2**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2011

Mission: Counterterrorism, All-Crimes, All-Hazards

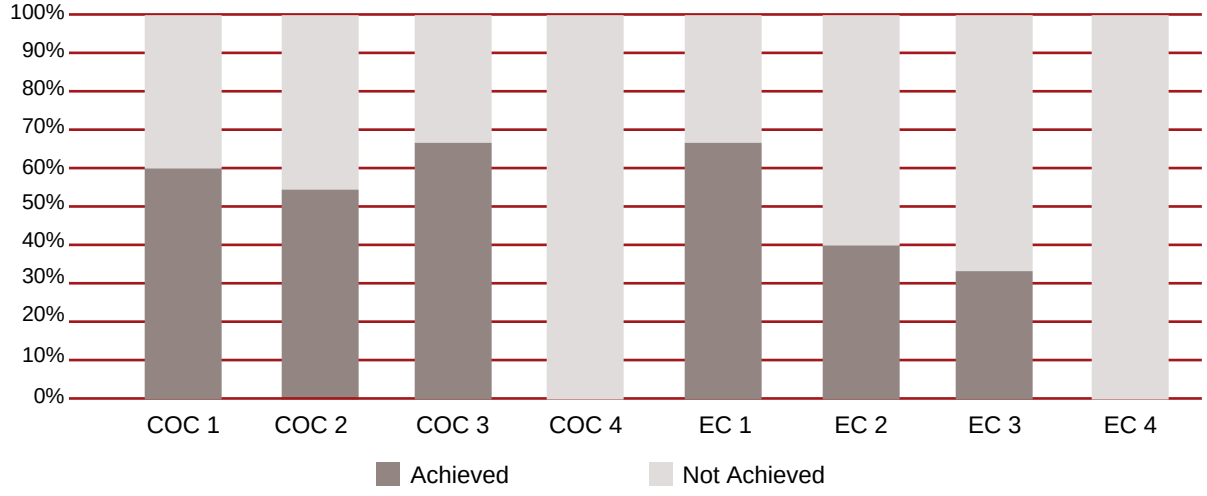
Staffing Levels:
- Full-time: 2
- Part-time: 6

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	3	12.0	60.0%	18.6	93.0%
COC 2: Analyze	11	6	10.9	54.5%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	0	0.0	0.0%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4.4	89.0%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	4.3	86.2%
EC 3: Communications	3	1	1.7	33.3%	4.1	81.8%
EC 4: Security	6	0	0.0	0.0%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



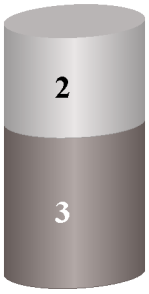
COC 1: Receive

COC Score: 12.0
Percentage: 60%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Puerto Rico National Security State Information Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	20.0	12.0	60.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	No
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 10.9
Percentage: 54.5%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Puerto Rico National Security State Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	6	20.0	10.9	54.5%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	No
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

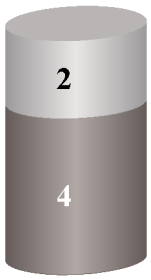
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Puerto Rico National Security State Information Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	No
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 0.0

Percentage: 0%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Puerto Rico National Security State Information Center has achieved 0 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	0	20.0	0.0	0.0%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	No
2.	Fusion center has a documented tips and leads process	No
3.	Fusion center has a process for identifying and managing information needs	No
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	No
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	No
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	No

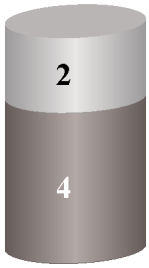
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 3.3
Percentage: 66.7%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Puerto Rico National Security State Information Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	No
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 2.0
Percentage: 40%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Puerto Rico National Security State Information Center has achieved 2 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	2	5.0	2.0	40.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

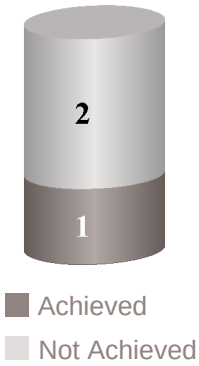
EC 3: Communications and Outreach

COC Score: 1.7
Percentage: 33.3%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Puerto Rico National Security State Information Center has achieved 1 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	1	5.0	1.7	33.3%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	No

EC 4: Security

COC Score: 0.0
Percentage: 0%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Puerto Rico National Security State Information Center has achieved 0 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	0	5.0	0.0	0.0%

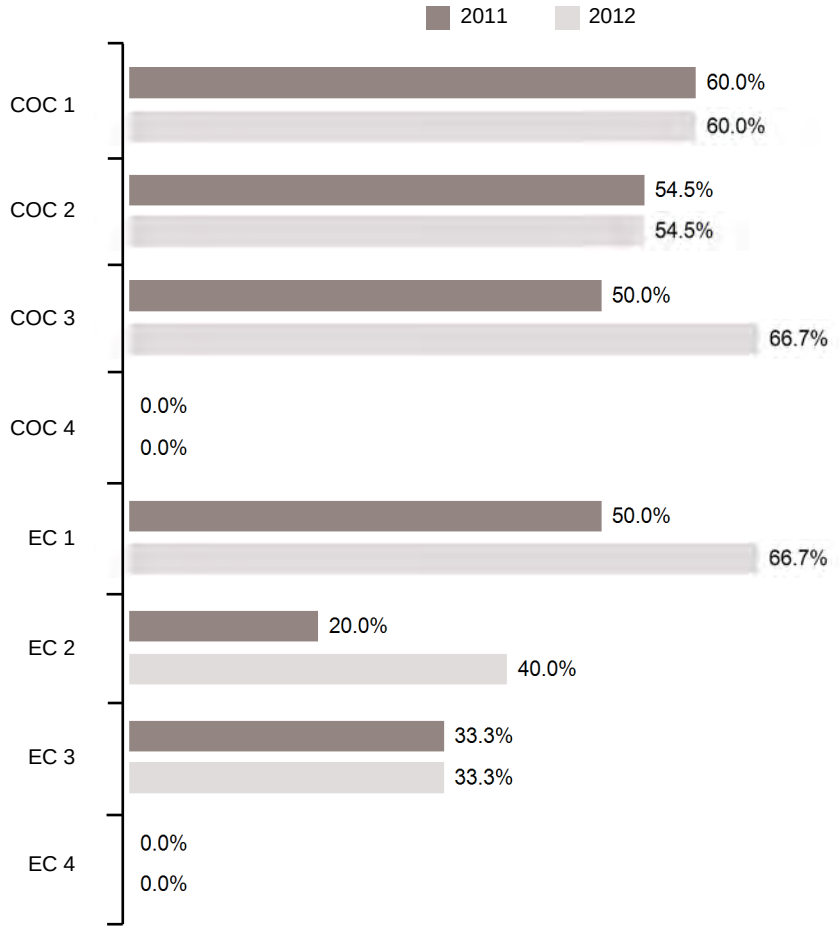
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	No
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	No
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	3	12.0	60.0%	3	12.0	60.0%
COC 2: Analyze	11	6	10.9	54.5%	6	10.9	54.5%
COC 3: Disseminate	6	3	10.0	50.0%	4	13.3	66.7%
COC 4: Gather	8	0	0.0	0.0%	0	0.0	0.0%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	3	2.5	50.0%	4	3.3	66.7%
EC 2: Sustainment Strategy	5	1	1.0	20.0%	2	2.0	40.0%
EC 3: Communications	3	1	1.7	33.3%	1	1.7	33.3%
EC 4: Security	6	0	0.0	0.0%	0	0.0	0.0%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Nevada Threat Analysis Center

November 2012

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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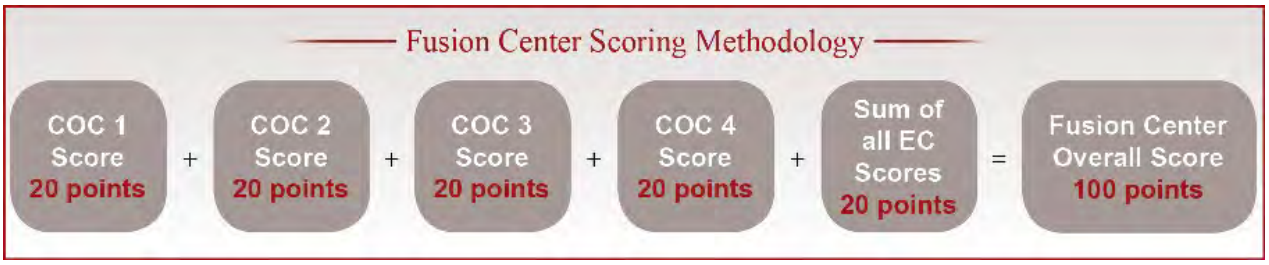
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Nevada Threat Analysis Center

Demographic Information

Overall Score: **89.5**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes

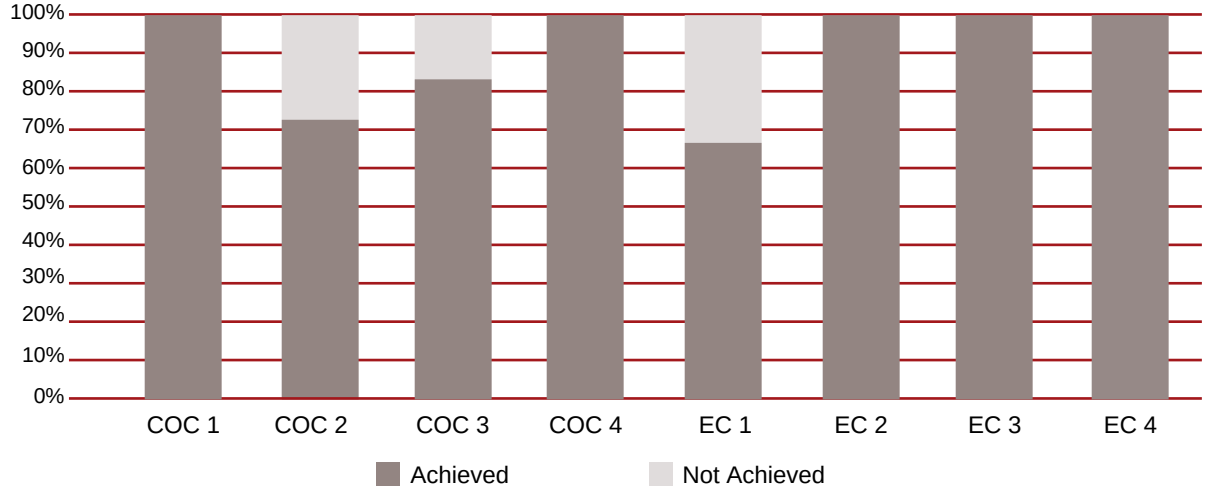
Staffing Levels:
- Full-time: 8
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	8	14.5	72.7%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Nevada Threat Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 14.5
Percentage: 72.7%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Nevada Threat Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	8	20.0	14.5	72.7%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

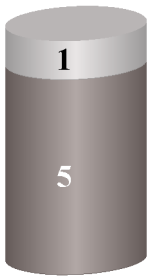
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Nevada Threat Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Nevada Threat Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

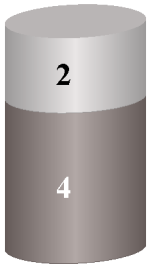
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 3.3
Percentage: 66.7%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Nevada Threat Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	No
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Nevada Threat Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Nevada Threat Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

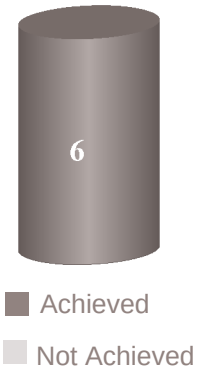
EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Nevada Threat Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

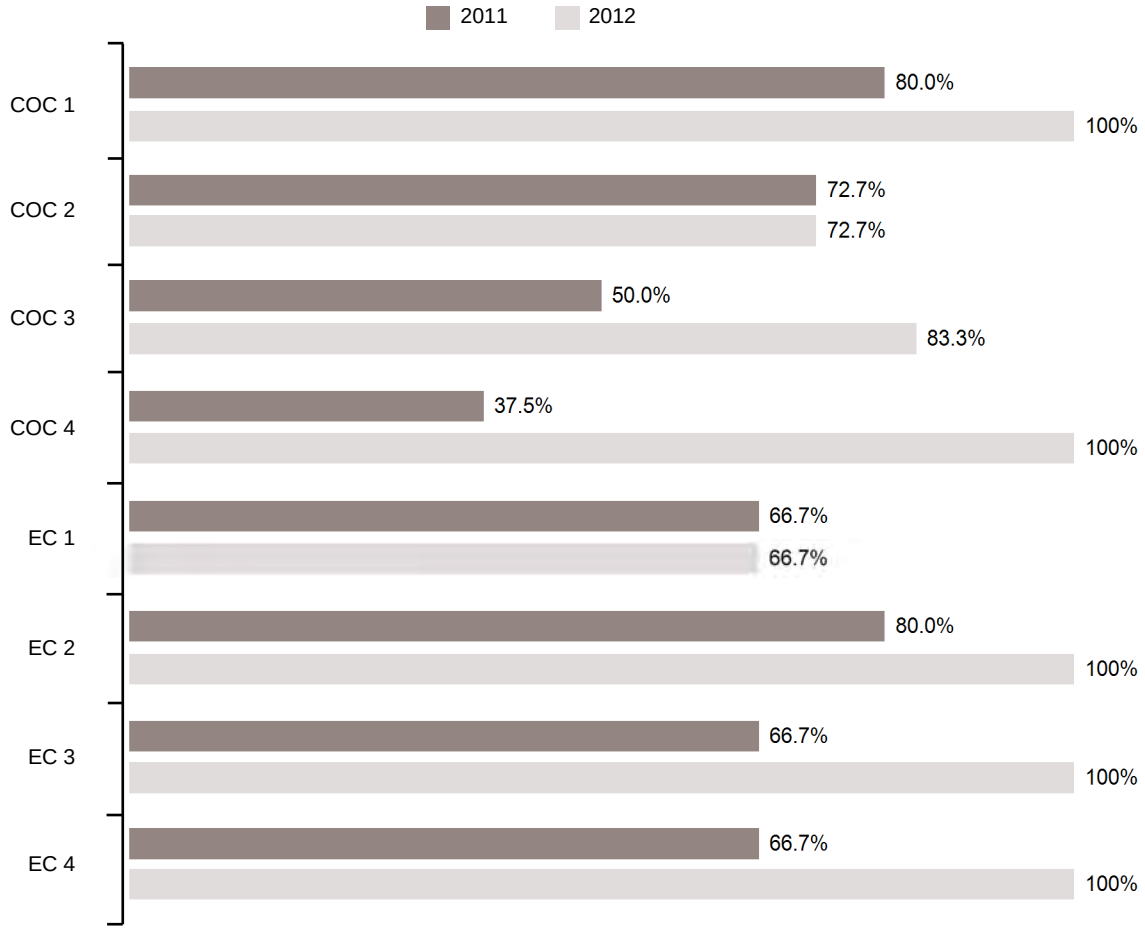
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	8	14.5	72.7%
COC 3: Disseminate	6	3	10.0	50.0%	5	16.7	83.3%
COC 4: Gather	8	3	7.5	37.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4	3.3	66.7%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Northern Virginia Regional Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

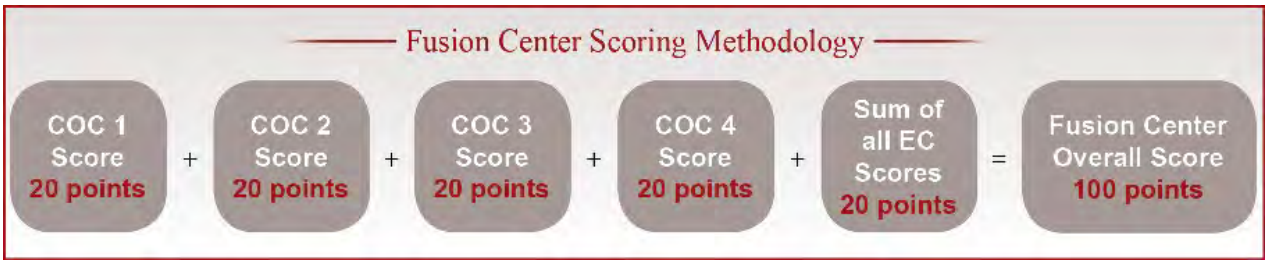
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Northern Virginia Regional Intelligence Center

Demographic Information

Overall Score: **93.8**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2004

Mission: Counterterrorism, All-Crimes, All-Hazards

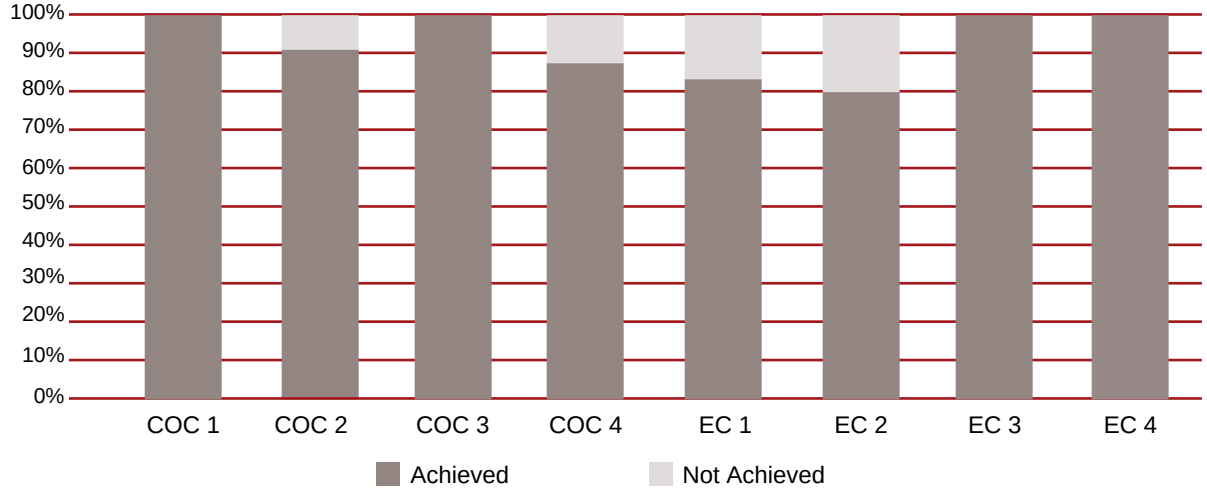
Staffing Levels:
- Full-time: 8
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Northern Virginia Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Northern Virginia Regional Intelligence Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Northern Virginia Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Northern Virginia Regional Intelligence Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	No
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

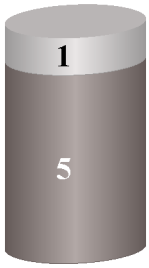
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Northern Virginia Regional Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Northern Virginia Regional Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Northern Virginia Regional Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Northern Virginia Regional Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

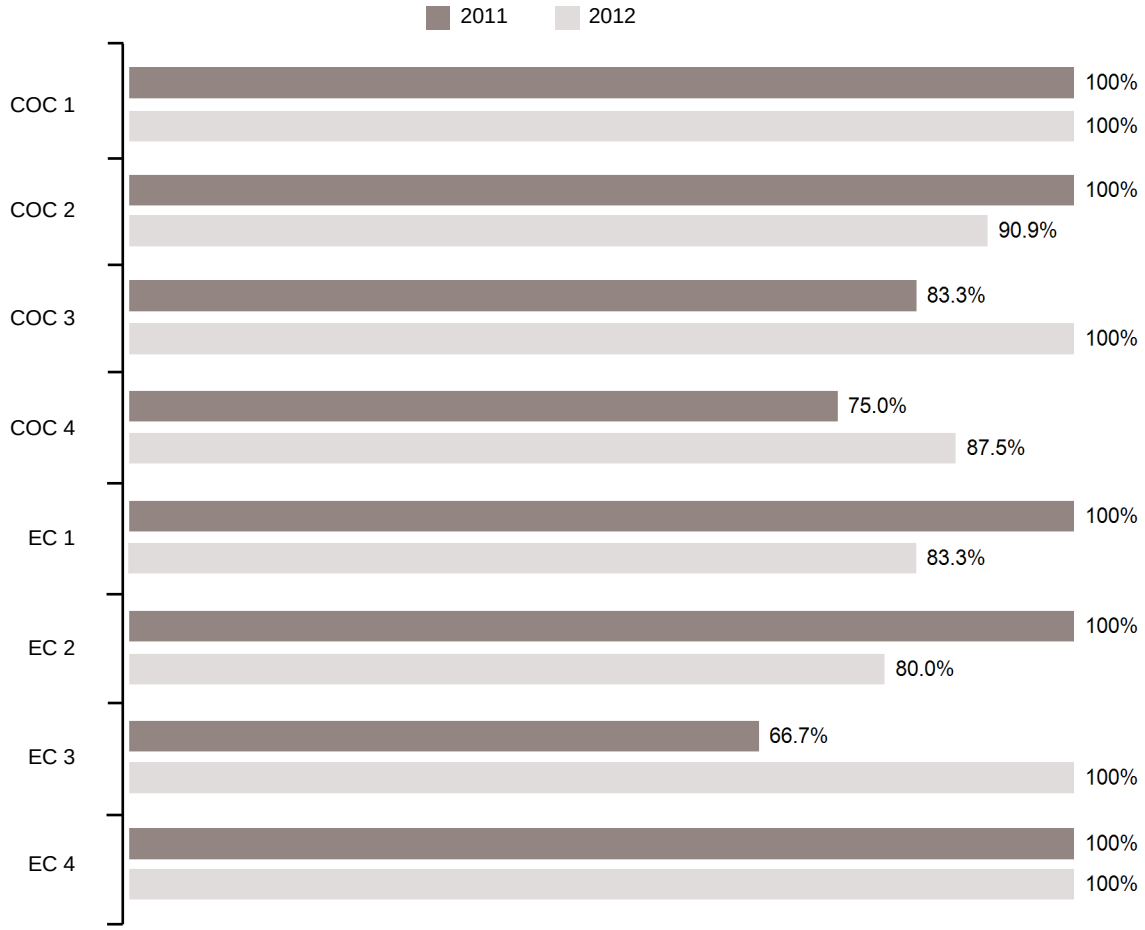
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	10	18.2	90.9%
COC 3: Disseminate	6	5	16.7	83.3%	6	20.0	100%
COC 4: Gather	8	6	15.0	75.0%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	5	5.0	100%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

New York State Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

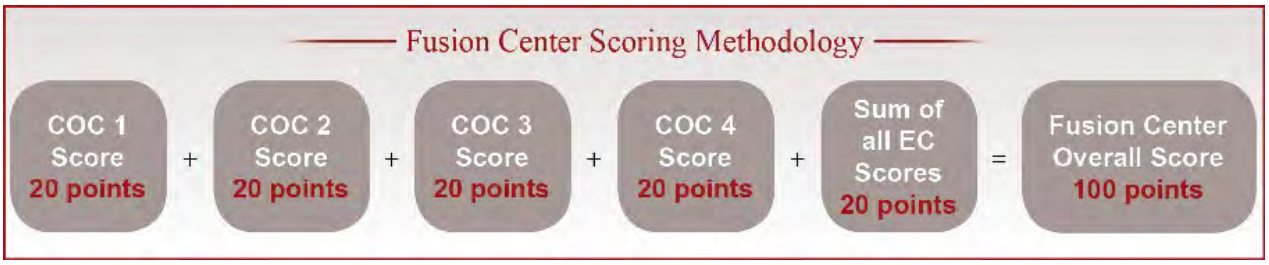
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



New York State Intelligence Center

Demographic Information

Overall Score: **93.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2003

Mission: Counterterrorism, All-Crimes

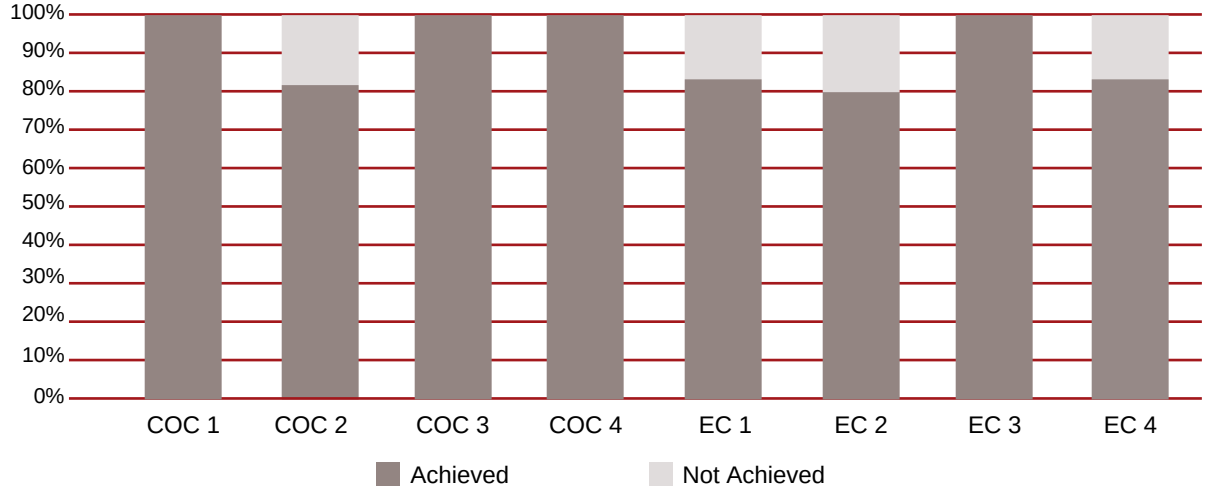
Staffing Levels:
- Full-time: 69
- Part-time: 8

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The New York State Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The New York State Intelligence Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The New York State Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The New York State Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

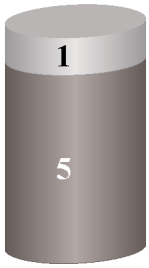
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The New York State Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The New York State Intelligence Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The New York State Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **4.2**
Percentage: **83.3%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The New York State Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

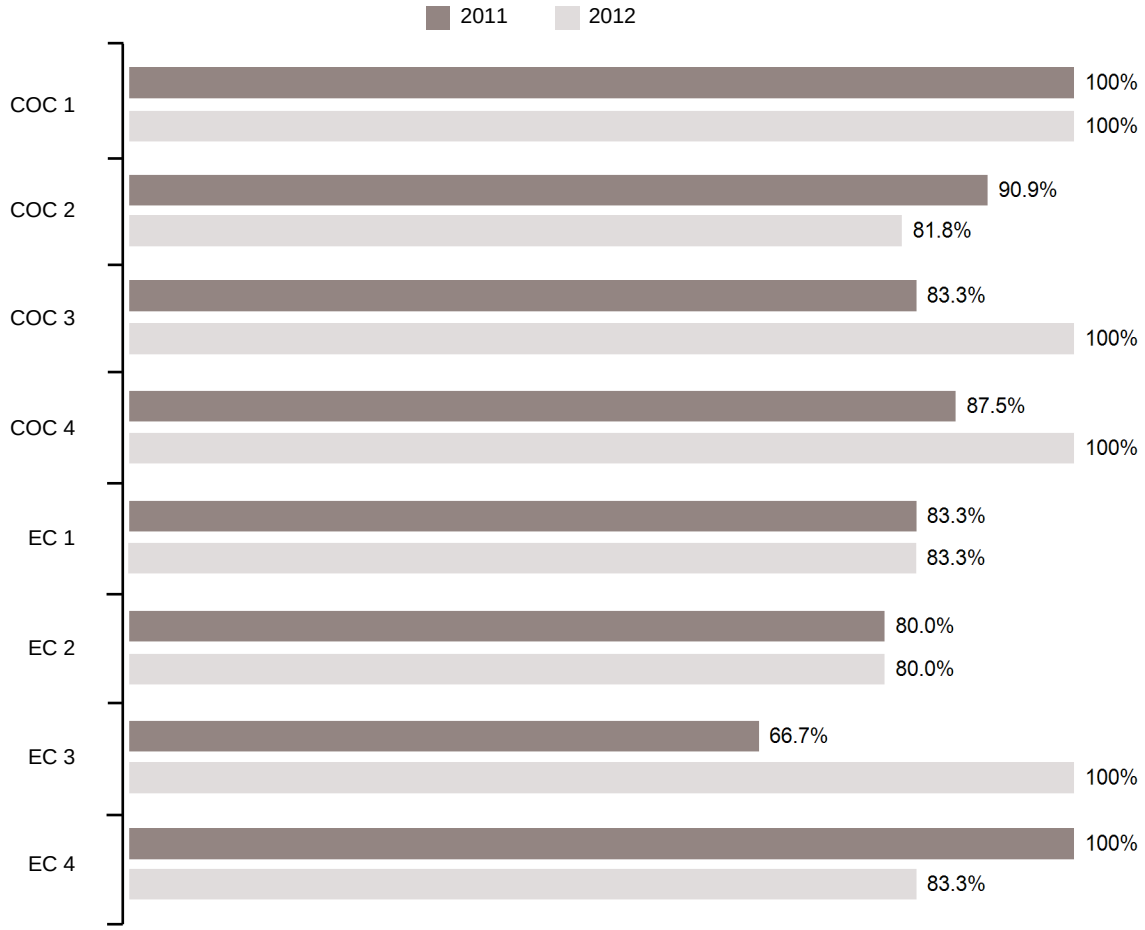
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	10	18.2	90.9%	9	16.4	81.8%
COC 3: Disseminate	6	5	16.7	83.3%	6	20.0	100%
COC 4: Gather	8	7	17.5	87.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	5	4.2	83.3%

Achievement of Capability Attributes



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Orange County Intelligence Assessment Center

November 2012

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Introduction

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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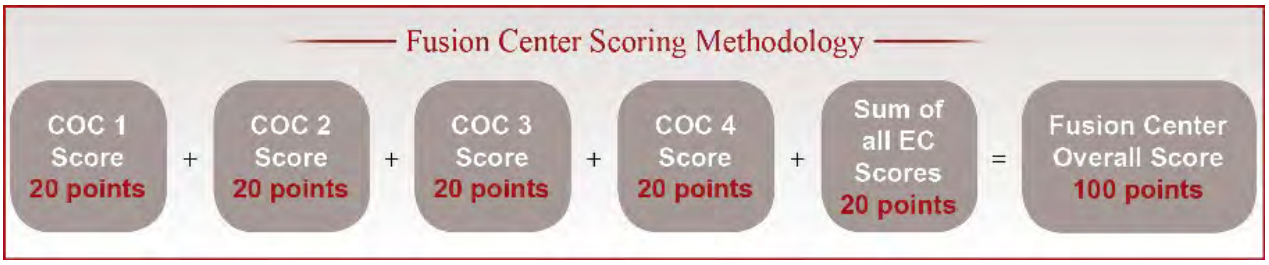
In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Orange County Intelligence Assessment Center

Demographic Information

Overall Score: **87.5**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

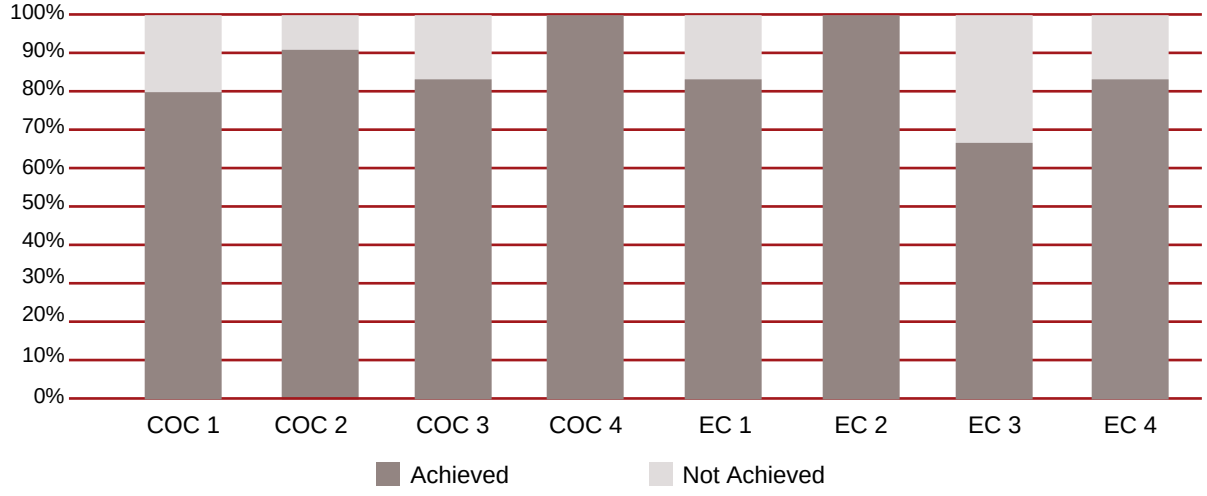
Staffing Levels:
- Full-time: 24
- Part-time: 4

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Orange County Intelligence Assessment Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Orange County Intelligence Assessment Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

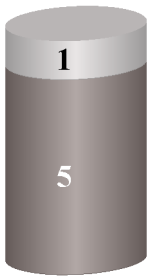
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Orange County Intelligence Assessment Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Orange County Intelligence Assessment Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

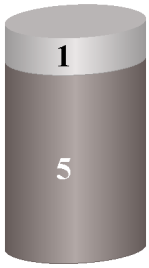
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Orange County Intelligence Assessment Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Orange County Intelligence Assessment Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

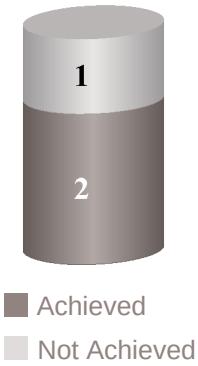
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Orange County Intelligence Assessment Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **4.2**
Percentage: **83.3%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Orange County Intelligence Assessment Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

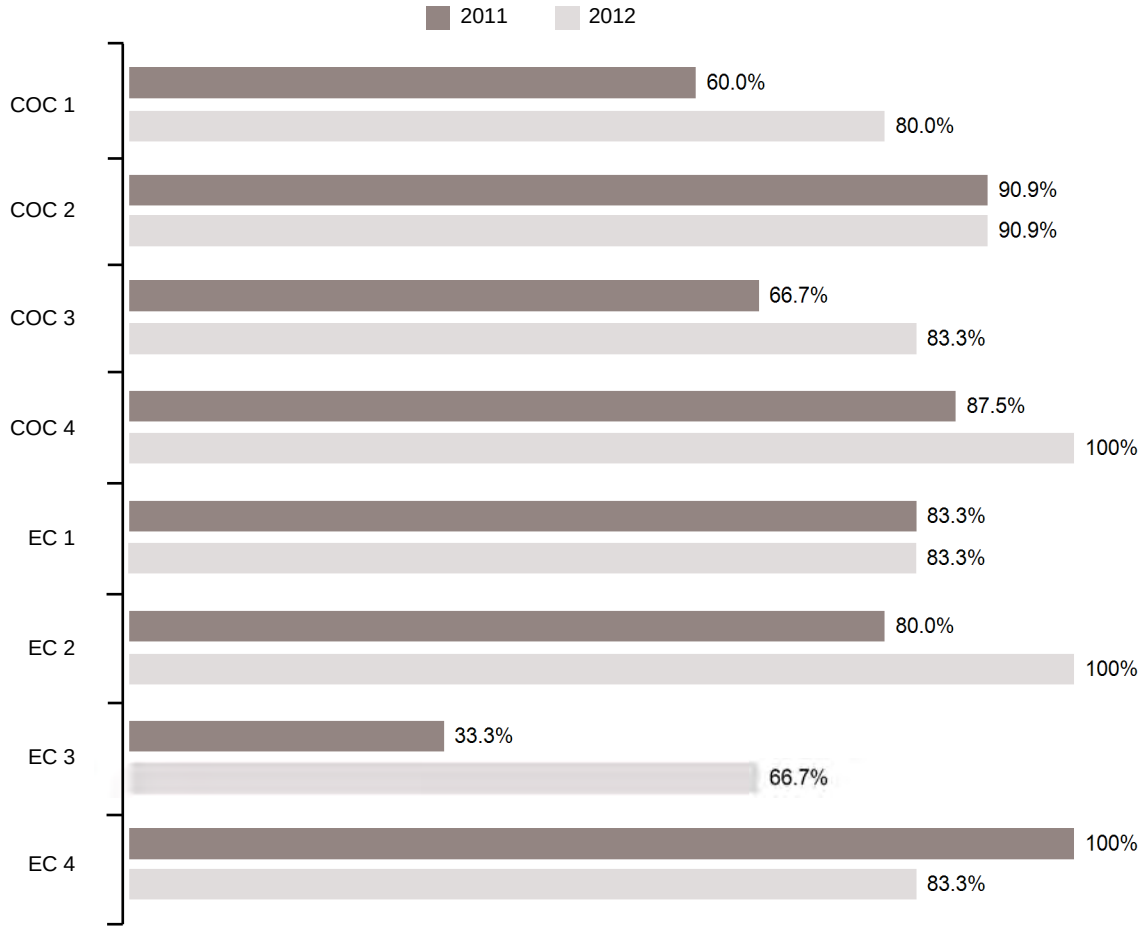
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	3	12.0	60.0%	4	16.0	80.0%
COC 2: Analyze	11	10	18.2	90.9%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	7	17.5	87.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	2	3.3	66.7%
EC 4: Security	6	6	5.0	100%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Oklahoma Information Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

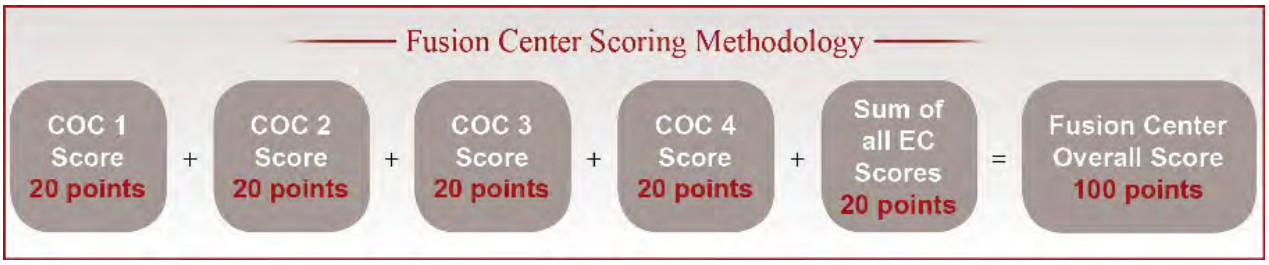
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Oklahoma Information Fusion Center

Demographic Information

Overall Score: **96.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes

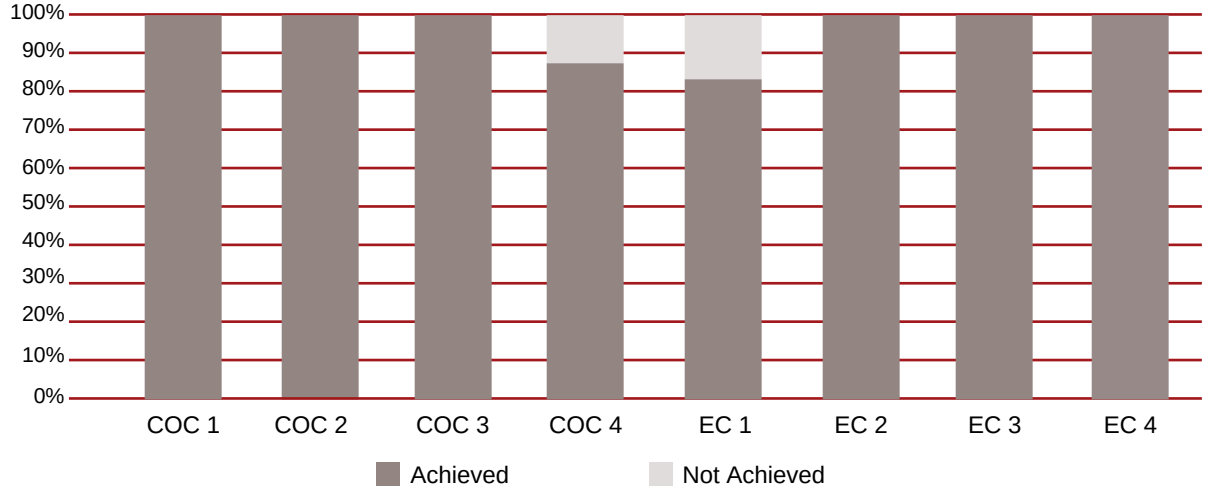
Staffing Levels:
- Full-time: 7
- Part-time: 7

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Oklahoma Information Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

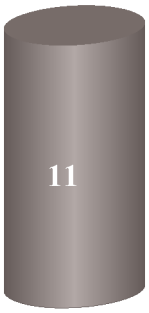
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Oklahoma Information Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Oklahoma Information Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Oklahoma Information Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

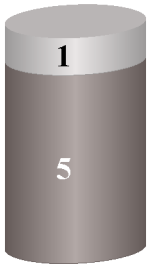
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Oklahoma Information Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Oklahoma Information Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Oklahoma Information Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Oklahoma Information Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

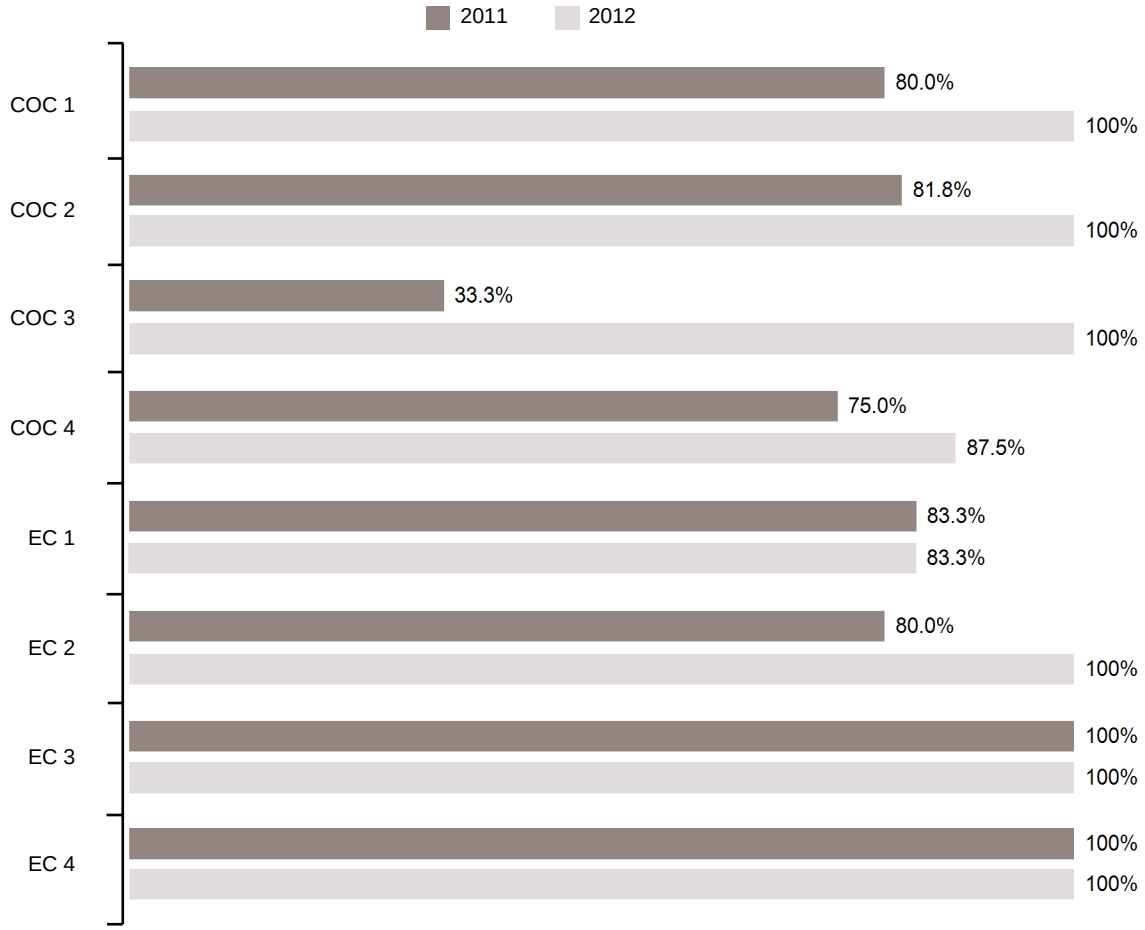
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	11	20.0	100%
COC 3: Disseminate	6	2	6.7	33.3%	6	20.0	100%
COC 4: Gather	8	6	15.0	75.0%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Southwestern PA Region 13 Fusion Center

November 2012

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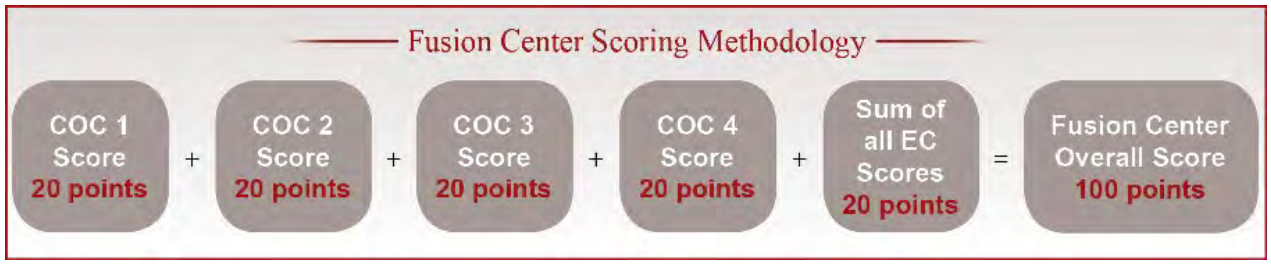
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Southwestern PA Region 13 Fusion Center

Demographic Information

Overall Score: **79.5**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

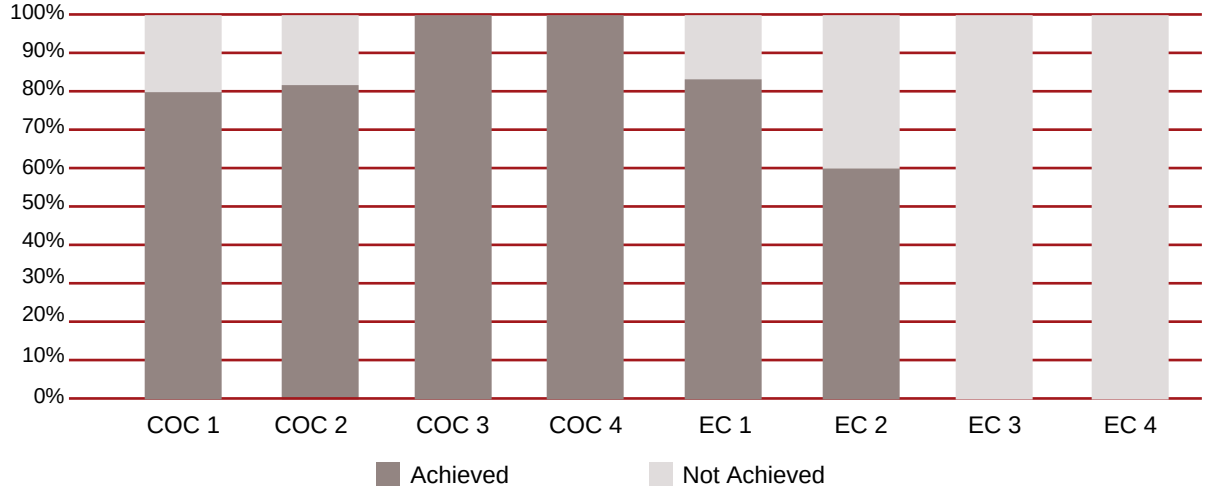
Staffing Levels:
- Full-time: 2
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	0	0.0	0.0%	4.1	81.8%
EC 4: Security	6	0	0.0	0.0%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Southwestern PA Region 13 Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Southwestern PA Region 13 Fusion Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

COC 3: Disseminate

COC Score: **20.0**

Percentage: **100%**

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Southwestern PA Region 13 Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Southwestern PA Region 13 Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

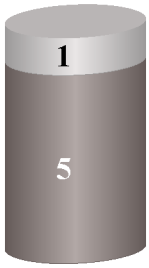
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Southwestern PA Region 13 Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

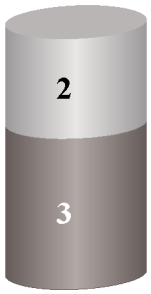
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Southwestern PA Region 13 Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **0.0**
Percentage: **0%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Southwestern PA Region 13 Fusion Center has achieved 0 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	0	5.0	0.0	0.0%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	No
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	No

EC 4: Security

COC Score: 0.0
Percentage: 0%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Southwestern PA Region 13 Fusion Center has achieved 0 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	0	5.0	0.0	0.0%

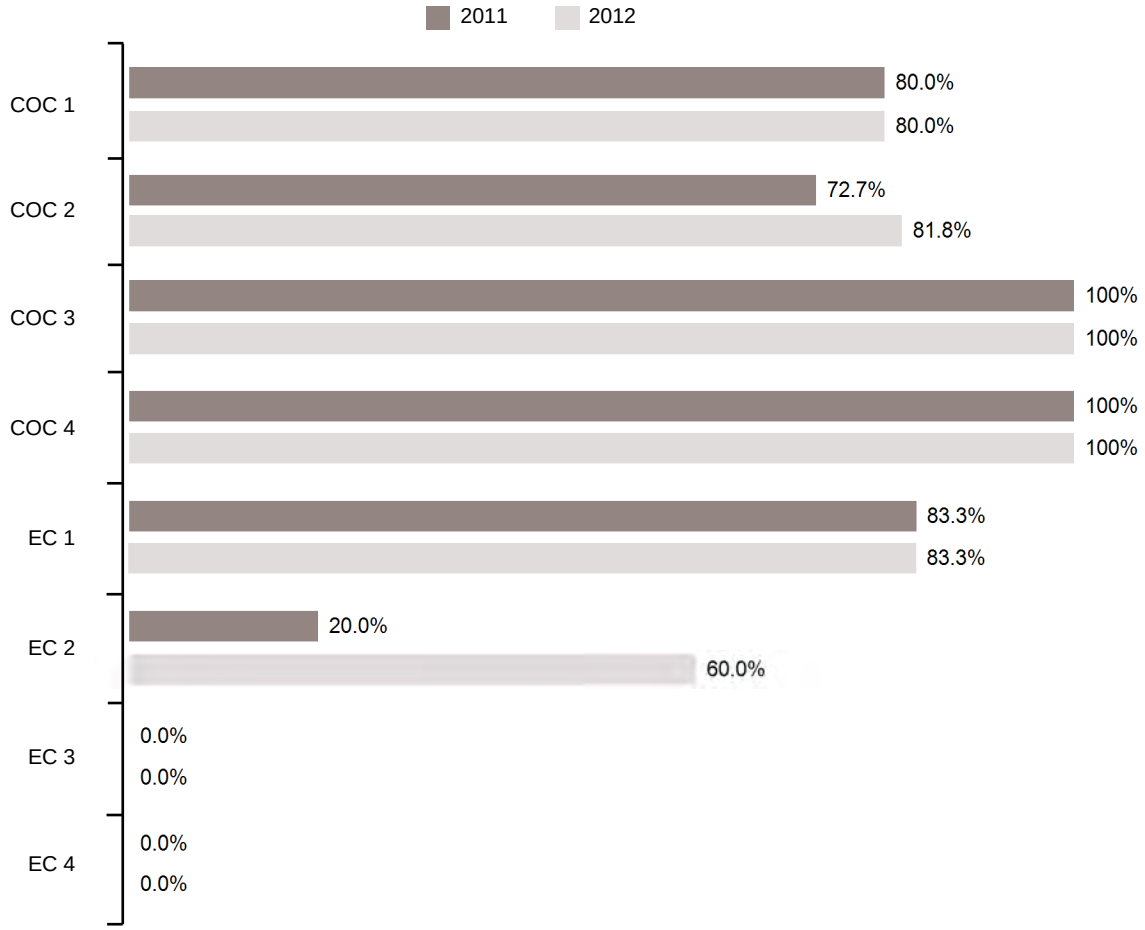
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	No
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	No
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	8	14.5	72.7%	9	16.4	81.8%
COC 3: Disseminate	6	6	20.0	100%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	1	1.0	20.0%	3	3.0	60.0%
EC 3: Communications	3	0	0.0	0.0%	0	0.0	0.0%
EC 4: Security	6	0	0.0	0.0%	0	0.0	0.0%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Pacific Regional Information Clearinghouse

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

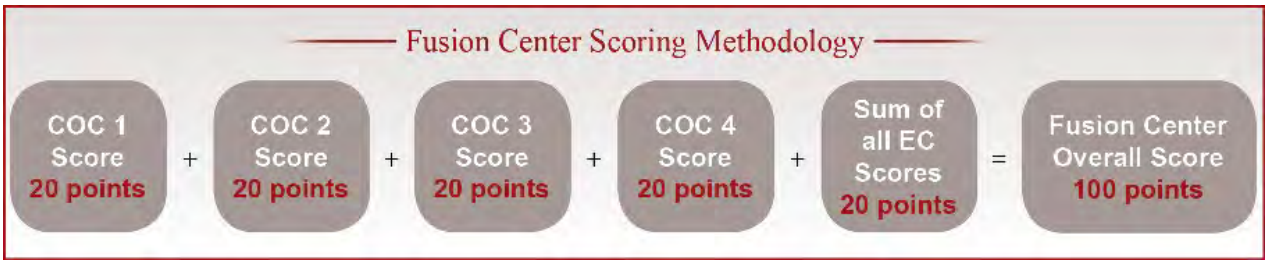
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Pacific Regional Information Clearinghouse

Demographic Information

Overall Score: **84.3**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2008

Mission: Counterterrorism, All-Crimes, All-Hazards

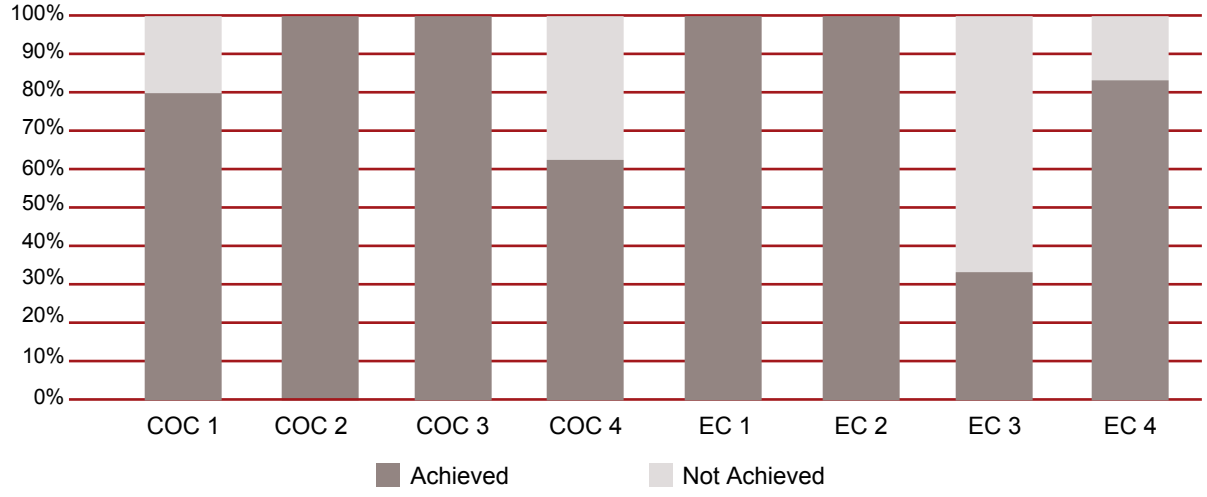
Staffing Levels:
- Full-time: 1
- Part-time: 6

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	5	12.5	62.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	1	1.7	33.3%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Pacific Regional Information Clearinghouse has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

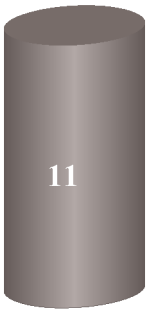
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Pacific Regional Information Clearinghouse has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Pacific Regional Information Clearinghouse has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 12.5

Percentage: 62.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Pacific Regional Information Clearinghouse has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	5	20.0	12.5	62.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	No
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Pacific Regional Information Clearinghouse has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Pacific Regional Information Clearinghouse has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

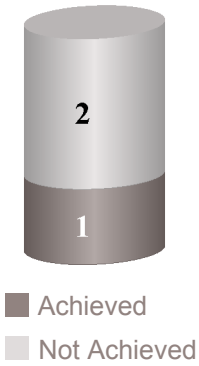
EC 3: Communications and Outreach

COC Score: 1.7
Percentage: 33.3%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Pacific Regional Information Clearinghouse has achieved 1 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	1	5.0	1.7	33.3%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	No
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: 4.2
Percentage: 83.3%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Pacific Regional Information Clearinghouse has achieved 5 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

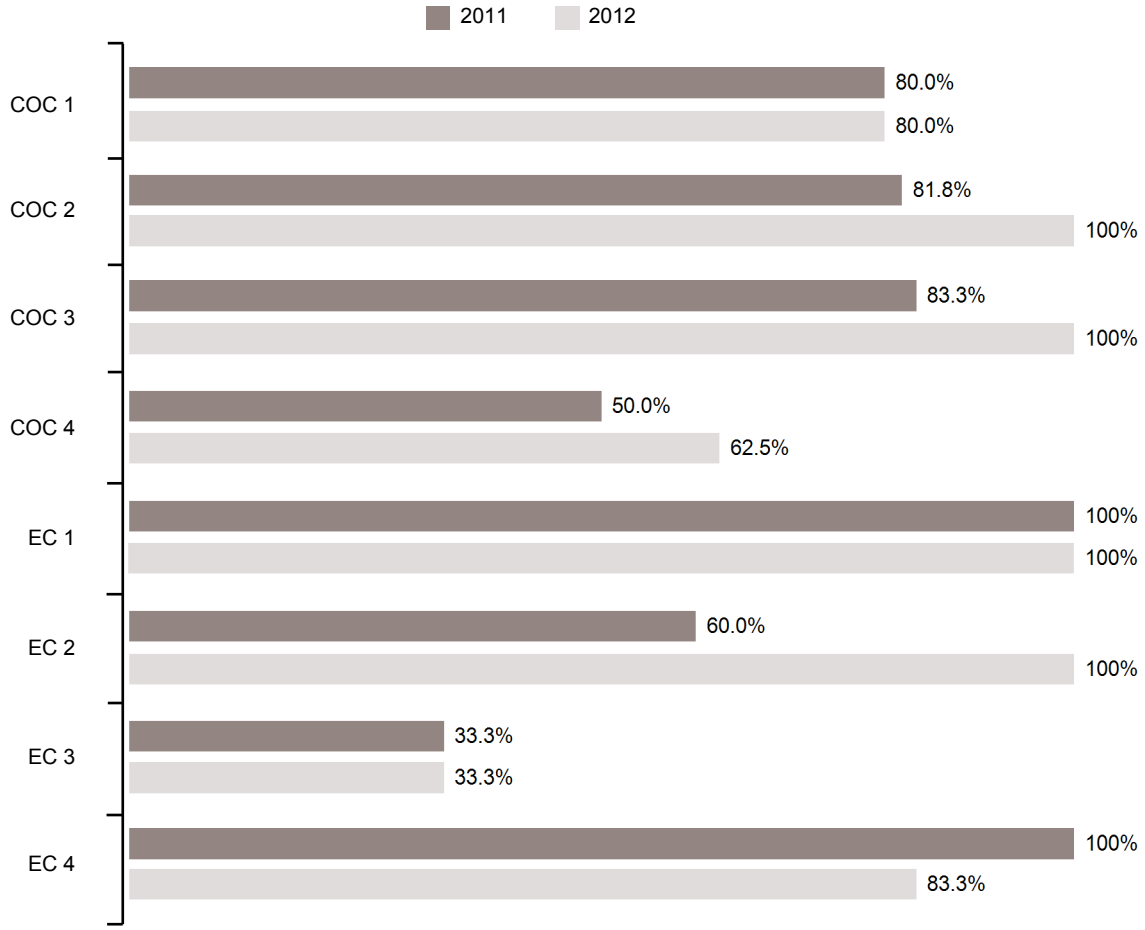
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	9	16.4	81.8%	11	20.0	100%
COC 3: Disseminate	6	5	16.7	83.3%	6	20.0	100%
COC 4: Gather	8	4	10.0	50.0%	5	12.5	62.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	1	1.7	33.3%
EC 4: Security	6	6	5.0	100%	5	4.2	83.3%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Pennsylvania Criminal Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

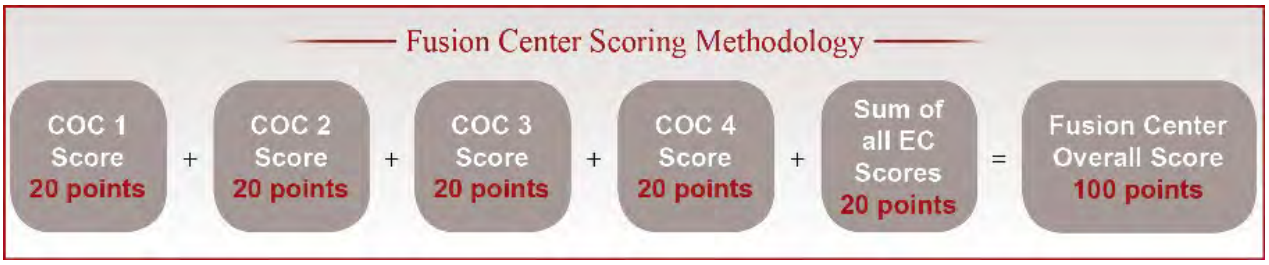
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Pennsylvania Criminal Intelligence Center

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2003

Mission: Counterterrorism, All-Crimes, All-Hazards

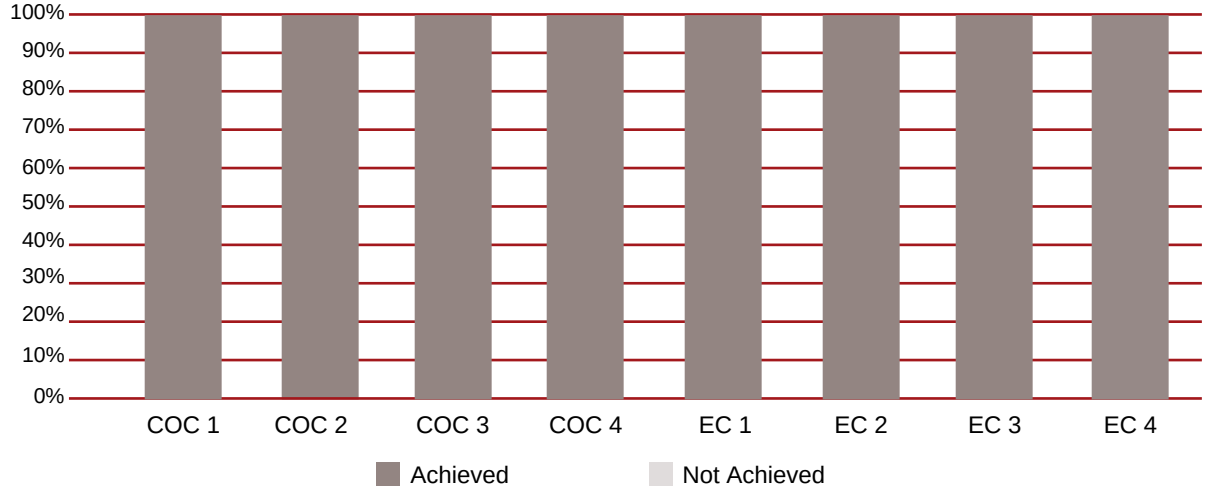
Staffing Levels:
- Full-time: 51
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Pennsylvania Criminal Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

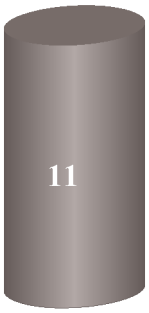
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Pennsylvania Criminal Intelligence Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Pennsylvania Criminal Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Pennsylvania Criminal Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Pennsylvania Criminal Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Pennsylvania Criminal Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Pennsylvania Criminal Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

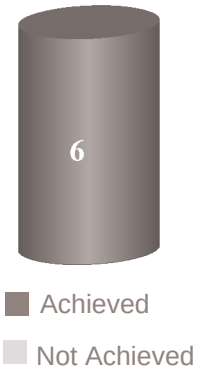
EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Pennsylvania Criminal Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

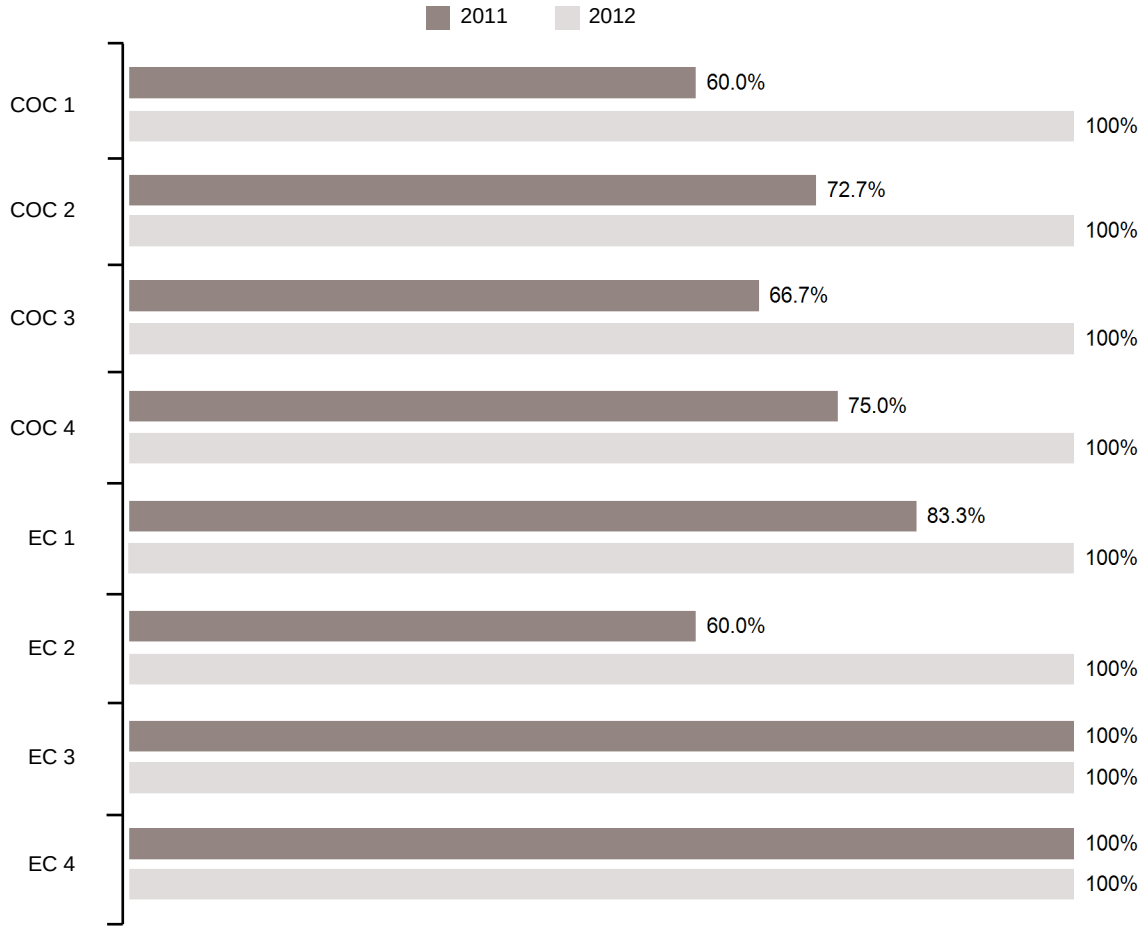
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	3	12.0	60.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Rhode Island Fusion Center

November 2012

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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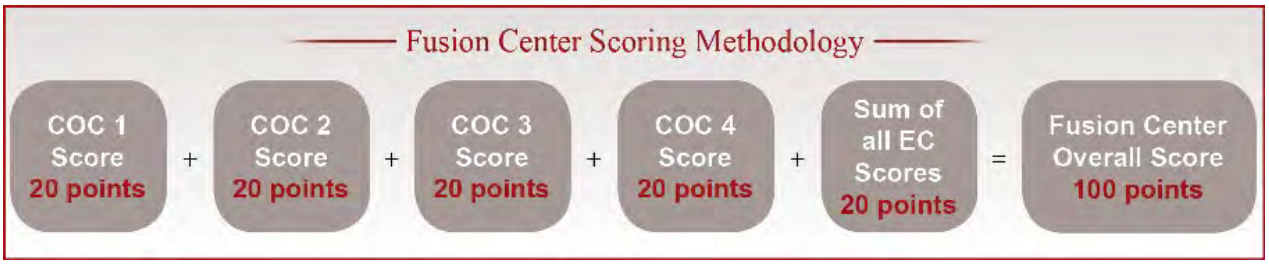
In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Rhode Island Fusion Center

Demographic Information

RAC Category:	Primary
Year Fusion Center Established:	2005
Mission:	Counterterrorism, All-Hazards
Staffing Levels:	
• Full-time:	7
• Part-time:	0

Overall Score: **96.7**

National Network Average: **88.2**

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
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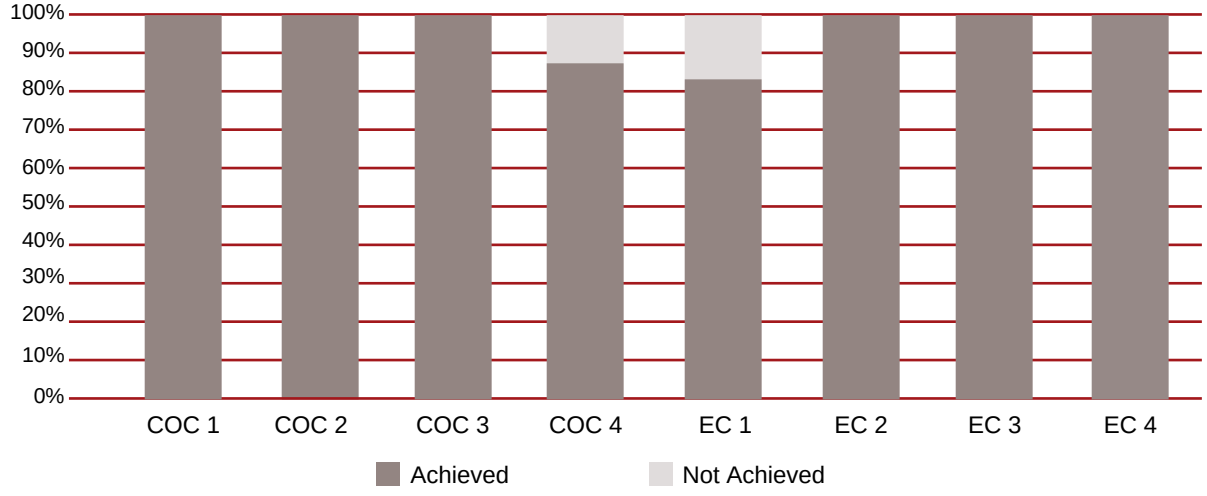
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Rhode Island Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

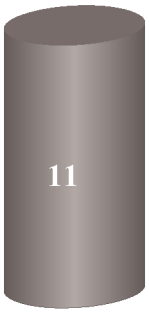
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Rhode Island Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Rhode Island Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Rhode Island Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

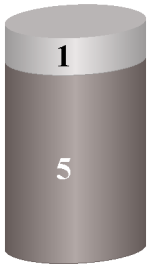
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Rhode Island Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Rhode Island Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Rhode Island Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Rhode Island Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

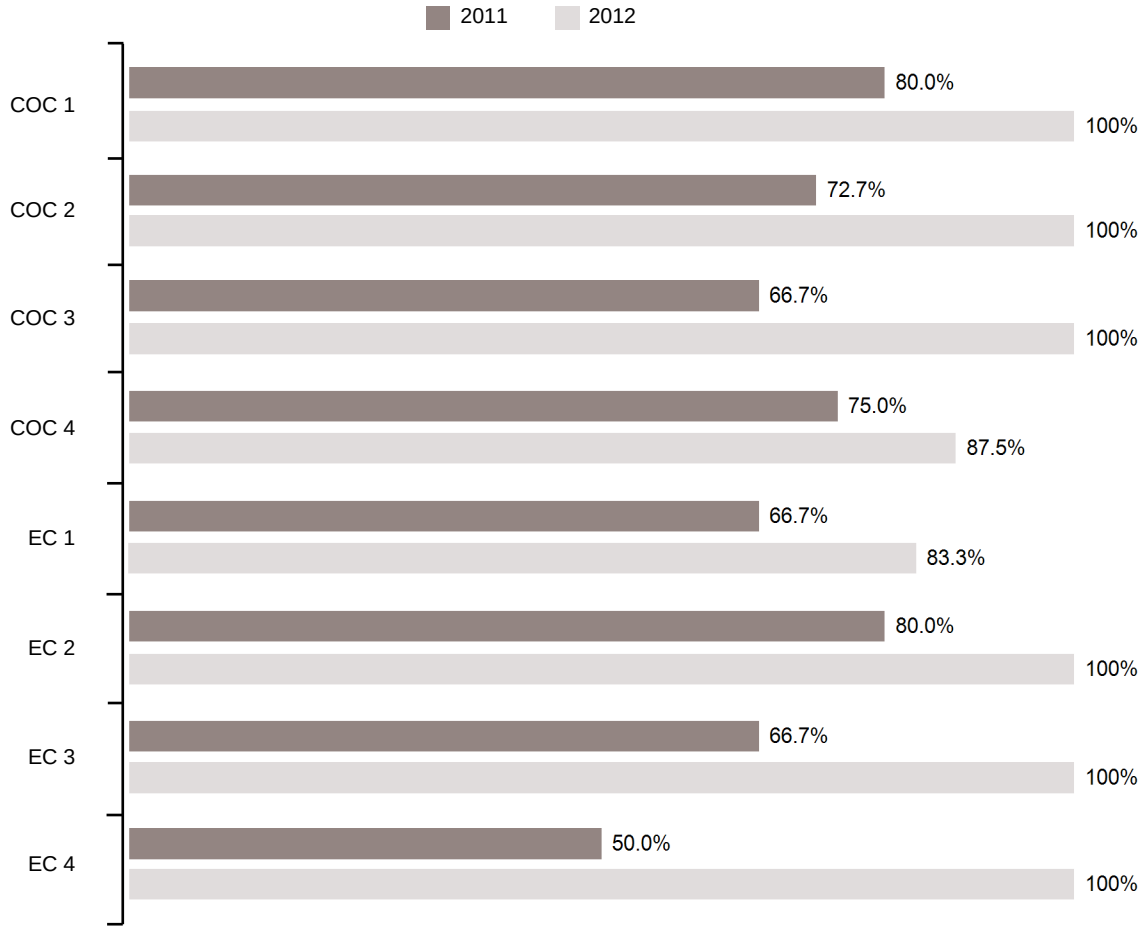
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	6	15.0	75.0%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	3	2.5	50.0%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Ohio Strategic Analysis and Information Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

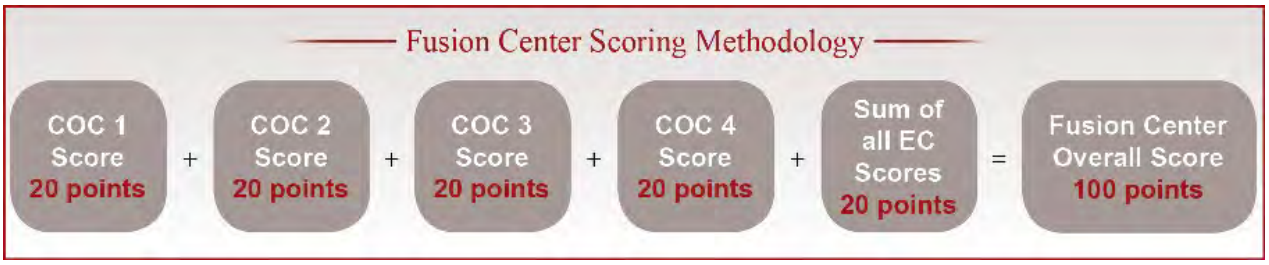
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Ohio Strategic Analysis and Information Center

Demographic Information

RAC Category:	Primary
Year Fusion Center Established:	2005
Mission:	Counterterrorism
Staffing Levels:	
• Full-time:	20
• Part-time:	6

Overall Score: **91.3**

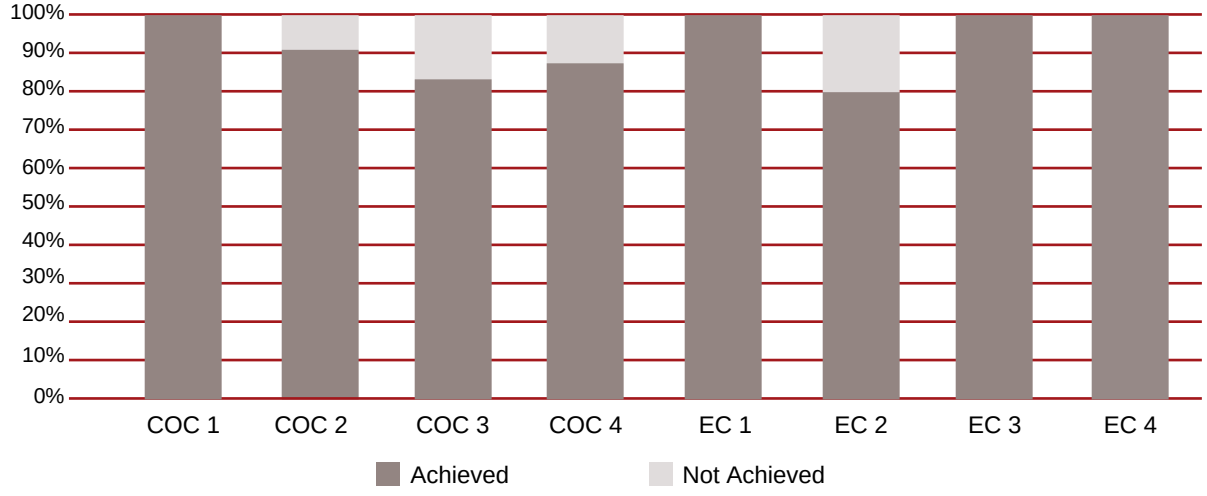
National Network Average: **88.2**

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Ohio Strategic Analysis and Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Ohio Strategic Analysis and Information Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

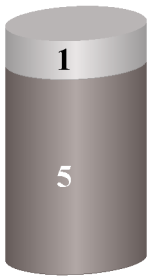
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Ohio Strategic Analysis and Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Ohio Strategic Analysis and Information Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Ohio Strategic Analysis and Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Ohio Strategic Analysis and Information Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Ohio Strategic Analysis and Information Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Ohio Strategic Analysis and Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

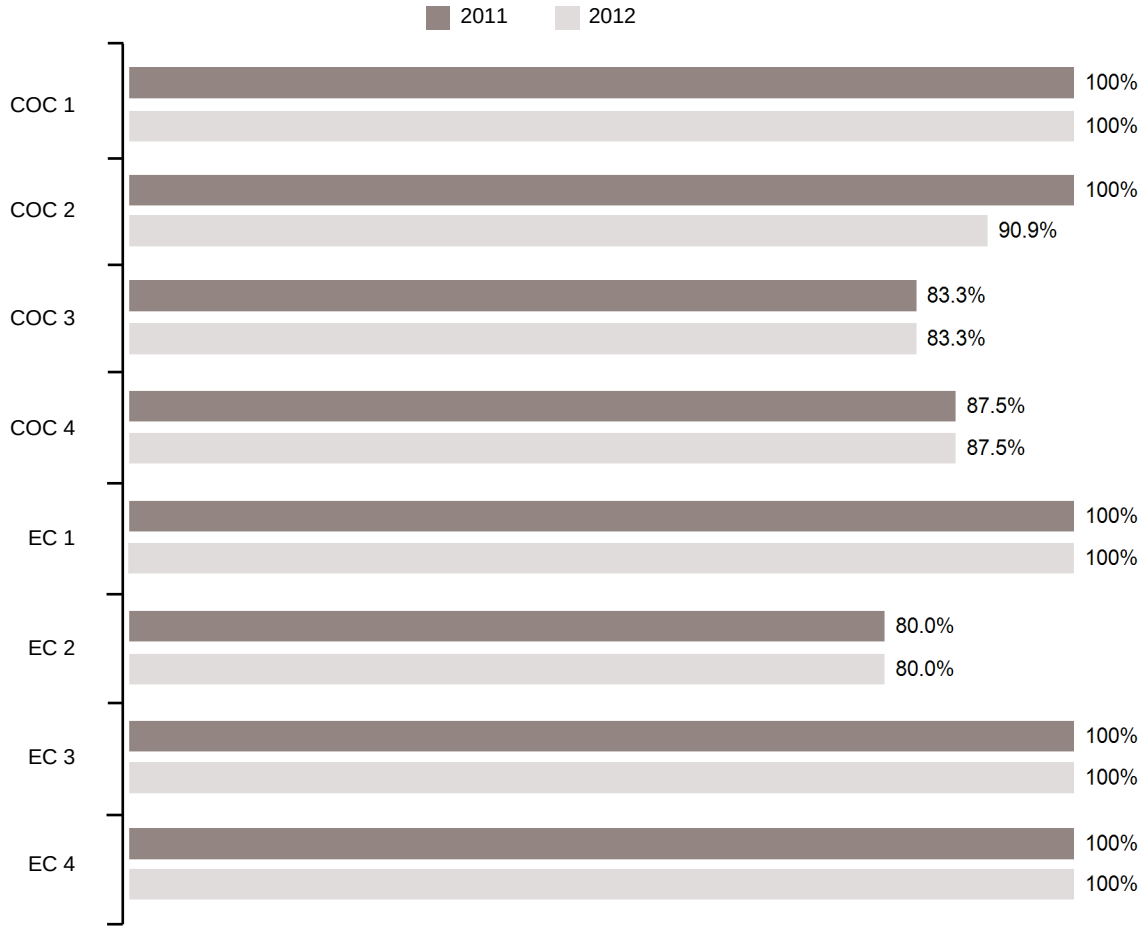
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	10	18.2	90.9%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
COC 4: Gather	8	7	17.5	87.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

South Carolina Information and Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

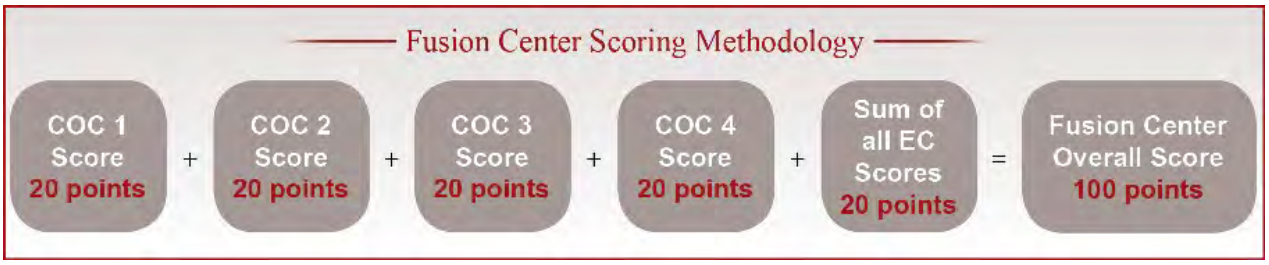
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



South Carolina Information and Intelligence Center

Demographic Information

Overall Score: **95.5**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

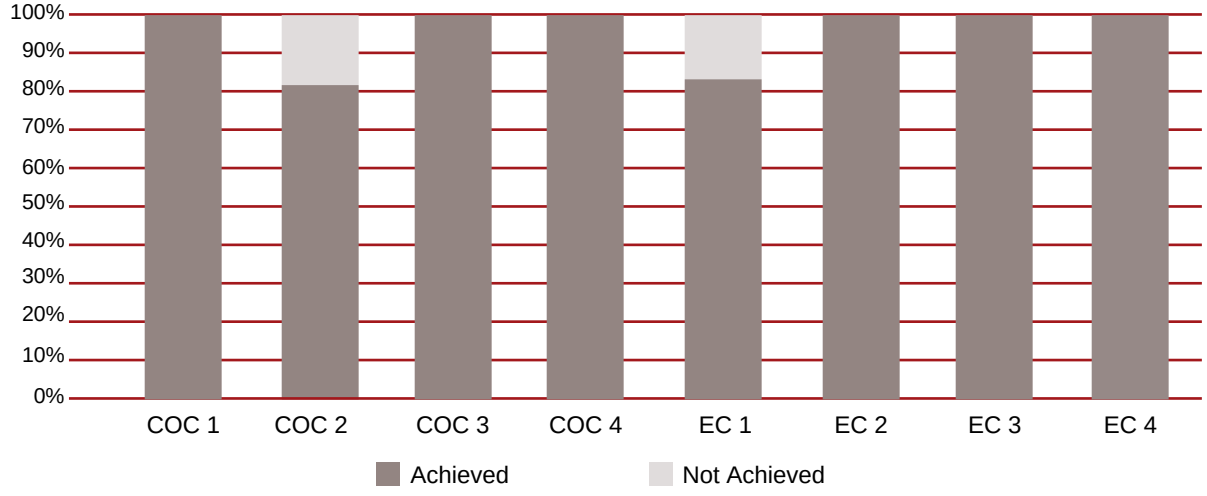
Staffing Levels:
- Full-time: 55
- Part-time: 5

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The South Carolina Information and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The South Carolina Information and Intelligence Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The South Carolina Information and Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The South Carolina Information and Intelligence Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

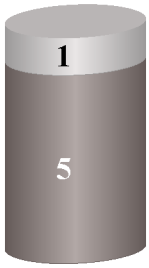
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The South Carolina Information and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The South Carolina Information and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The South Carolina Information and Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

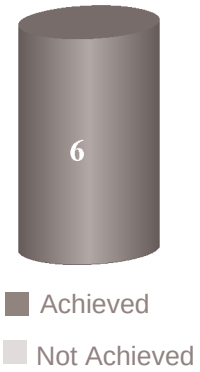
EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The South Carolina Information and Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	9	16.4	81.8%
COC 3: Disseminate	6	2	6.7	33.3%	6	20.0	100%
COC 4: Gather	8	7	17.5	87.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
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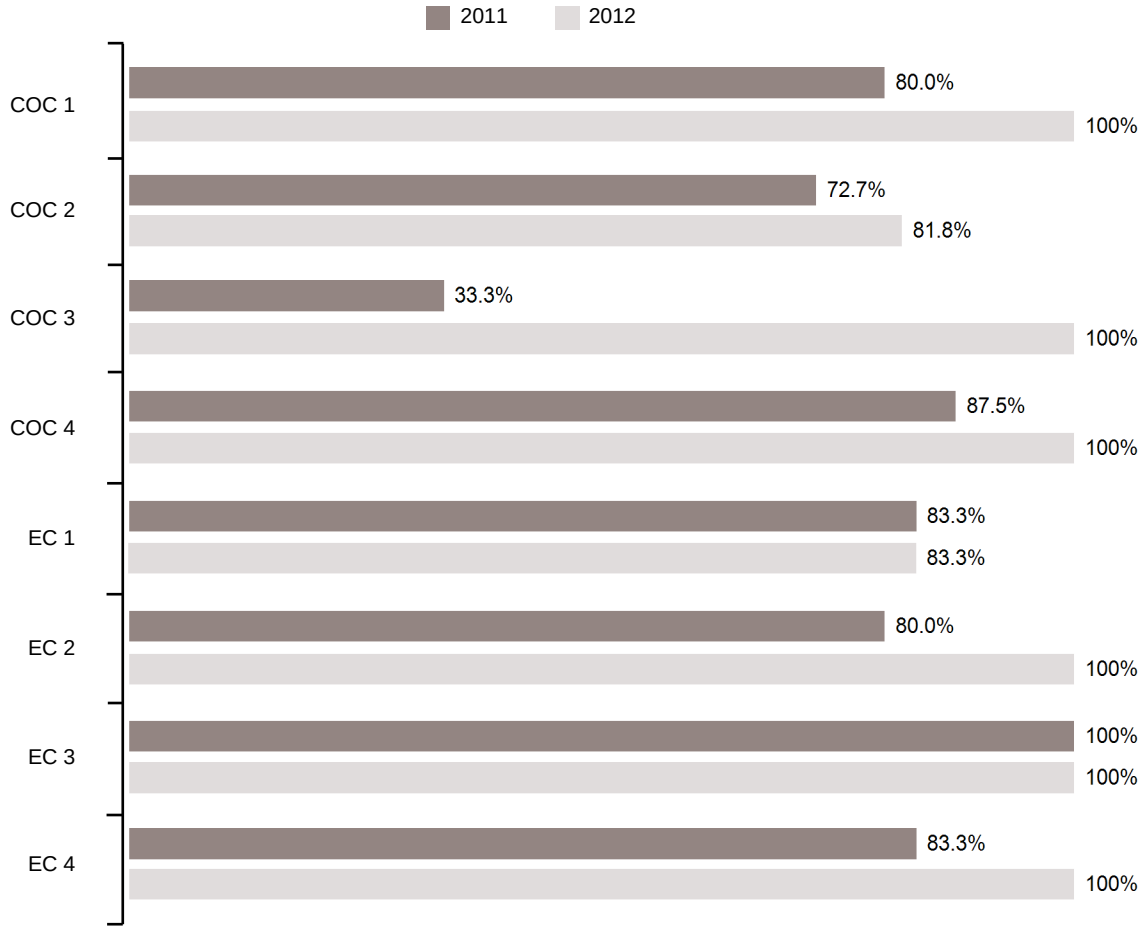
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



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South Dakota Fusion Center

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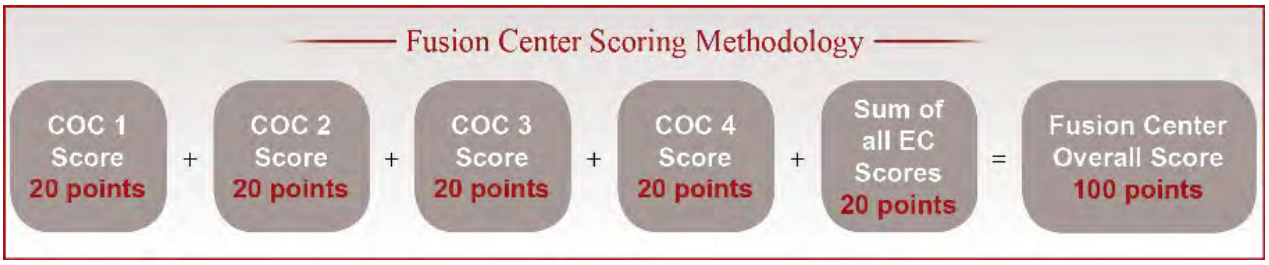
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



South Dakota Fusion Center

Demographic Information

Overall Score: **88.0**

National Network Average: **88.2**

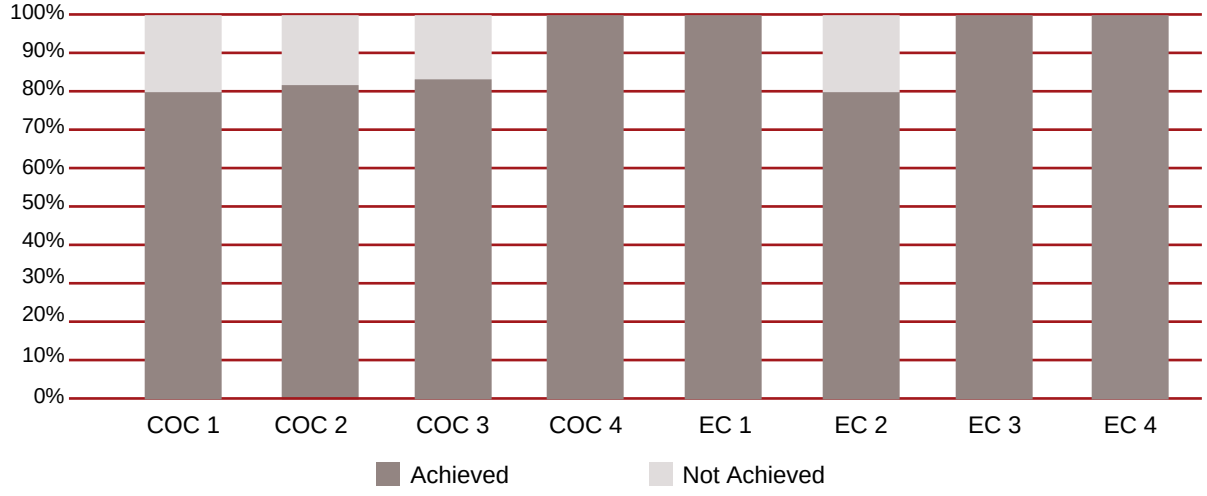
RAC Category:	Primary
Year Fusion Center Established:	2007
Mission:	Counterterrorism, All-Crimes
Staffing Levels:	
• Full-time:	2
• Part-time:	1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The South Dakota Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The South Dakota Fusion Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

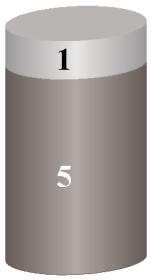
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The South Dakota Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The South Dakota Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The South Dakota Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The South Dakota Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The South Dakota Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

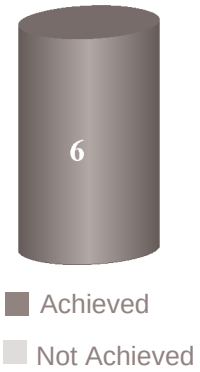
EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The South Dakota Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

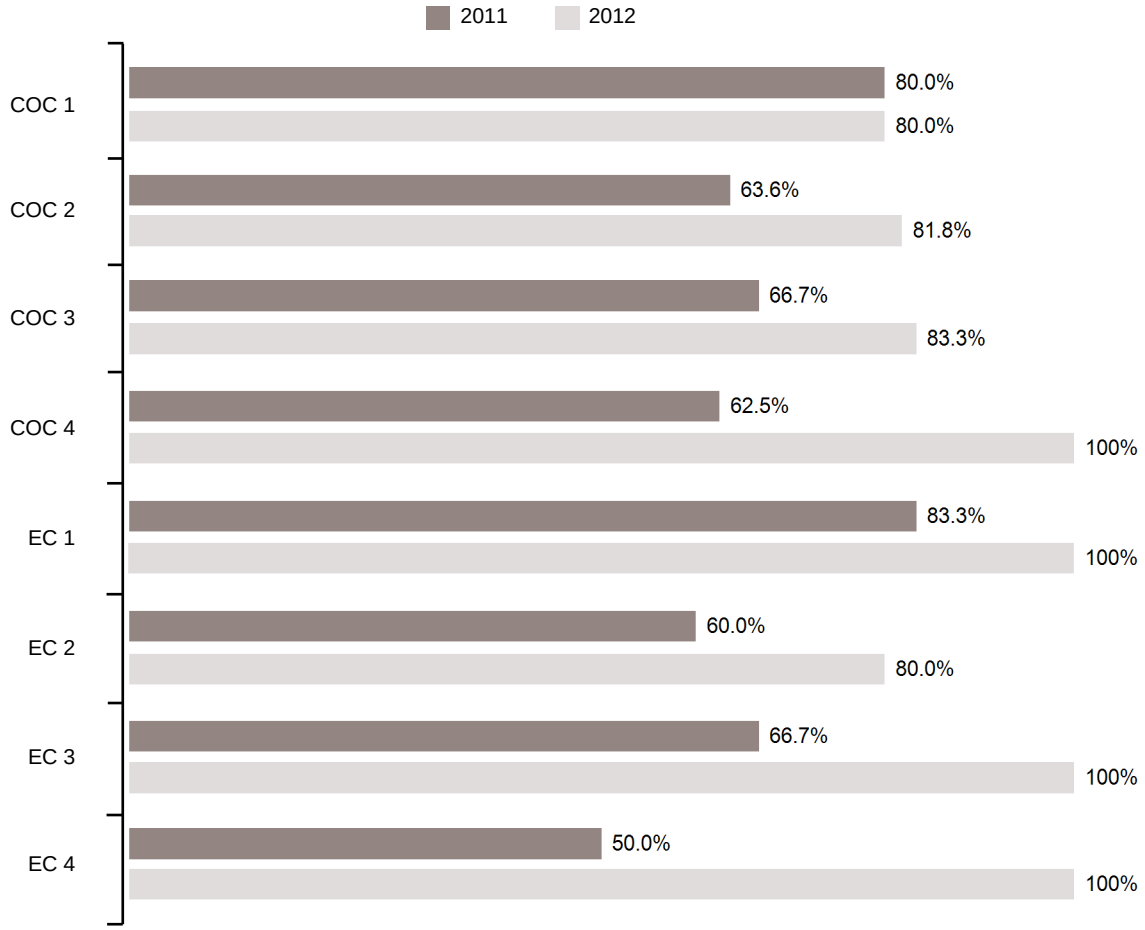
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	7	12.7	63.6%	9	16.4	81.8%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	5	12.5	62.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	3	2.5	50.0%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Southeast Florida Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

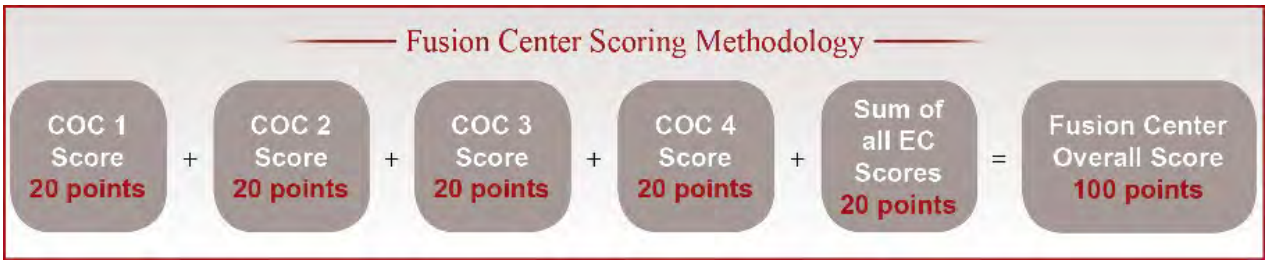
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Southeast Florida Fusion Center

Demographic Information

Overall Score: **97.2**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

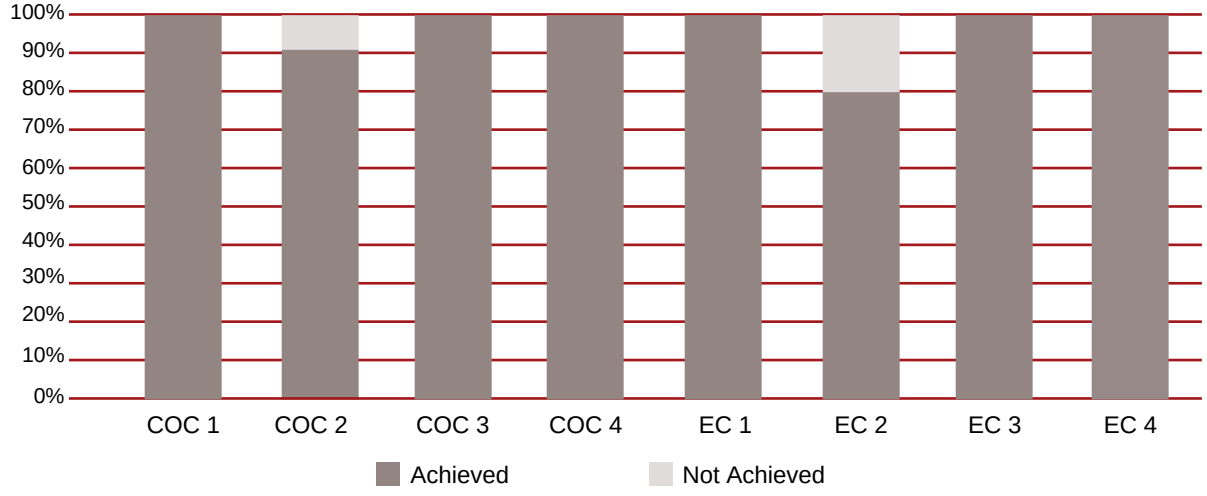
Staffing Levels:
- Full-time: 70
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Southeast Florida Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Southeast Florida Fusion Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Southeast Florida Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Southeast Florida Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Southeast Florida Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Southeast Florida Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Southeast Florida Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Southeast Florida Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

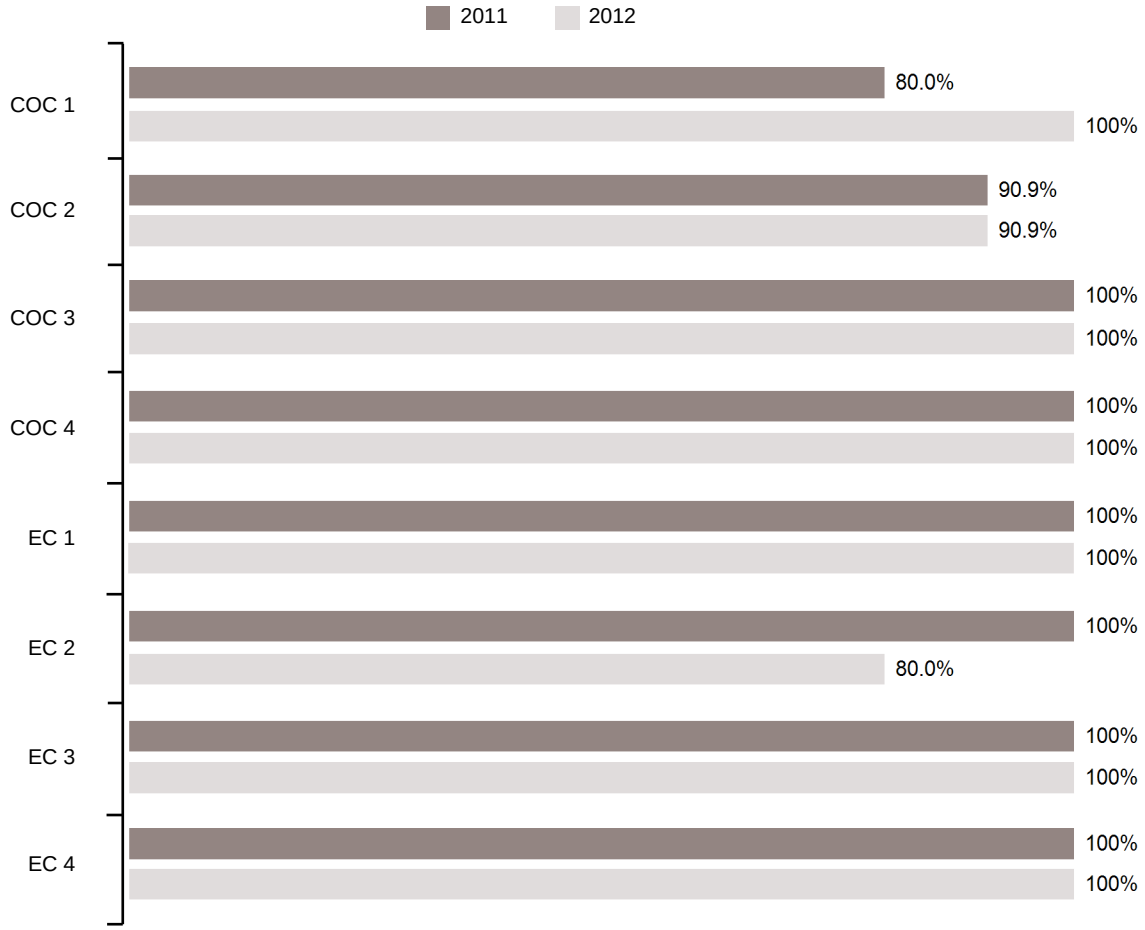
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	10	18.2	90.9%	10	18.2	90.9%
COC 3: Disseminate	6	6	20.0	100%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	4	4.0	80.0%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Utah Statewide Information and Analysis Center

November 2012

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Fusion Center Year-to-Year Comparison 11

Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

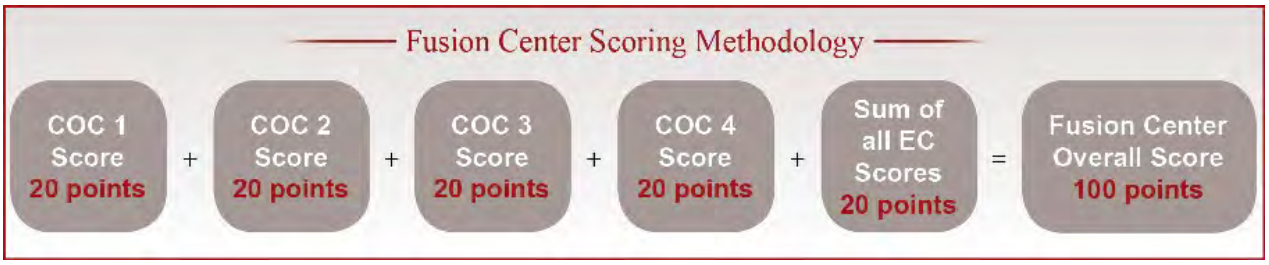
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Utah Statewide Information and Analysis Center

Demographic Information

Overall Score: **90.4**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2008

Mission: Counterterrorism, All-Crimes

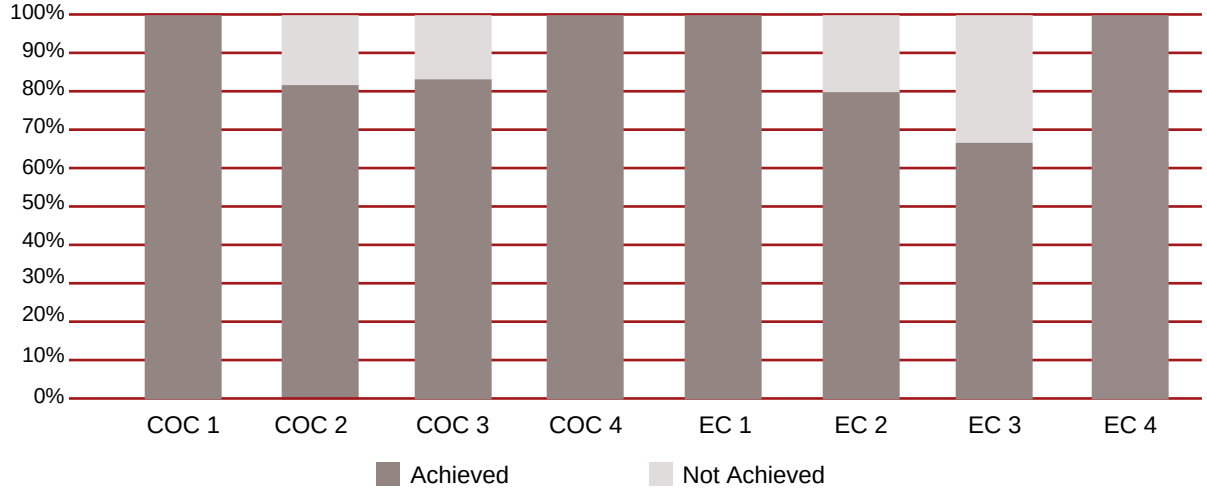
Staffing Levels:
- Full-time: 10
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Utah Statewide Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Utah Statewide Information and Analysis Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

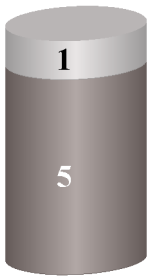
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Utah Statewide Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Utah Statewide Information and Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Utah Statewide Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Utah Statewide Information and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

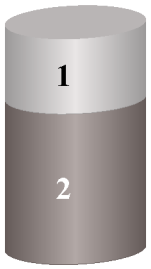
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Utah Statewide Information and Analysis Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Utah Statewide Information and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

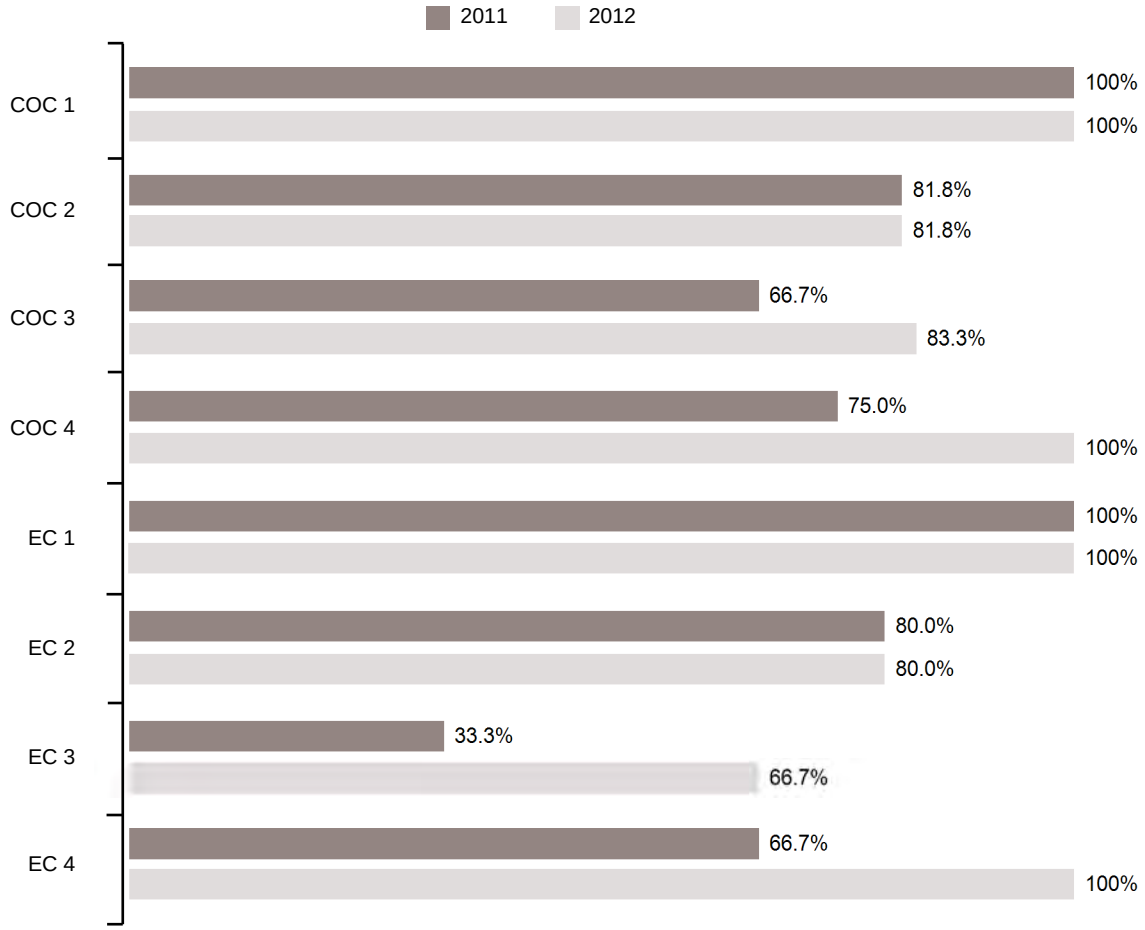
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	9	16.4	81.8%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	6	15.0	75.0%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	1	1.7	33.3%	2	3.3	66.7%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

St. Louis Fusion Center

November 2012

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EC 2: Sustainment Strategy 8
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Introduction

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In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

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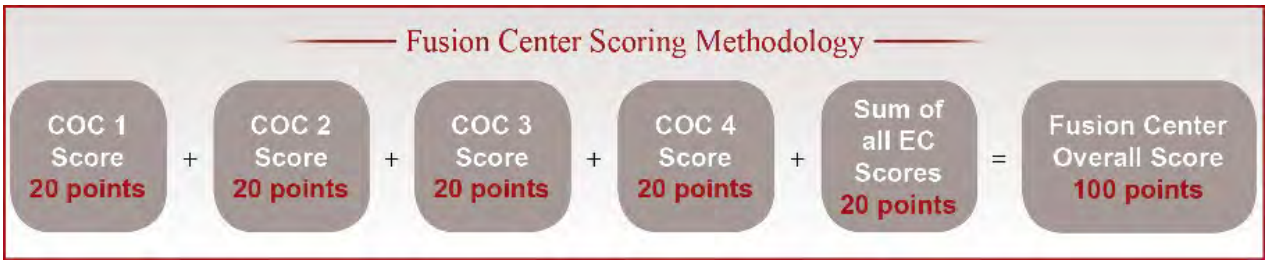


St. Louis Fusion Center

Demographic Information

Overall Score:	**82.9**
National Network Average:	**88.2**

RAC Category: Recognized

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes

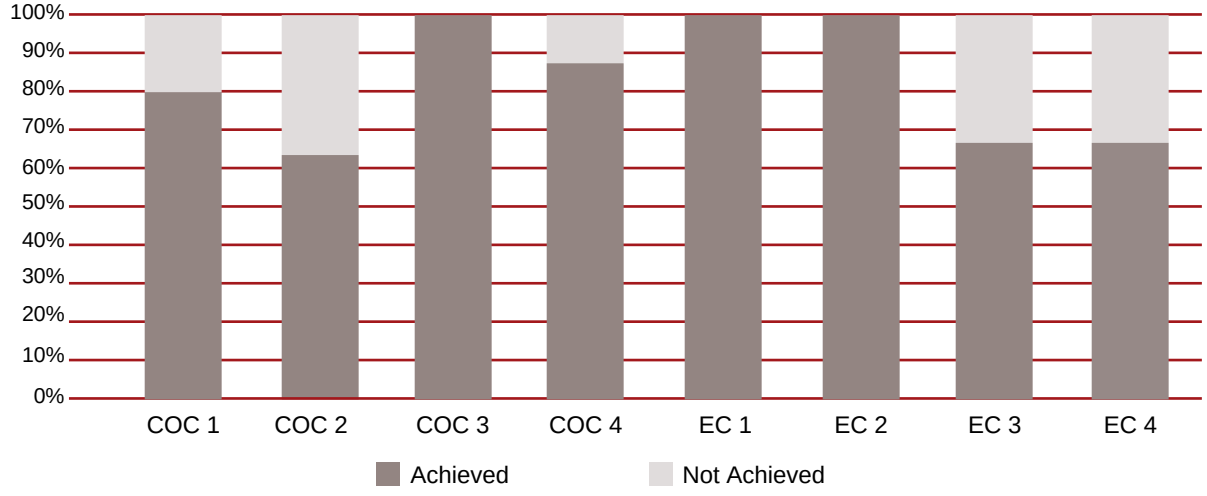
Staffing Levels:
- Full-time: 5
- Part-time: 5

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	7	12.7	63.6%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	4	3.3	66.7%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The St. Louis Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	No
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

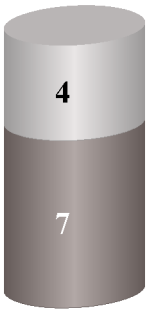
COC 2: Analyze

COC Score: 12.7
Percentage: 63.6%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The St. Louis Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	7	20.0	12.7	63.6%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	No
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The St. Louis Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The St. Louis Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	No
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The St. Louis Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The St. Louis Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

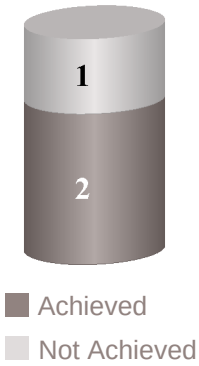
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The St. Louis Fusion Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **3.3**
Percentage: **66.7%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The St. Louis Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

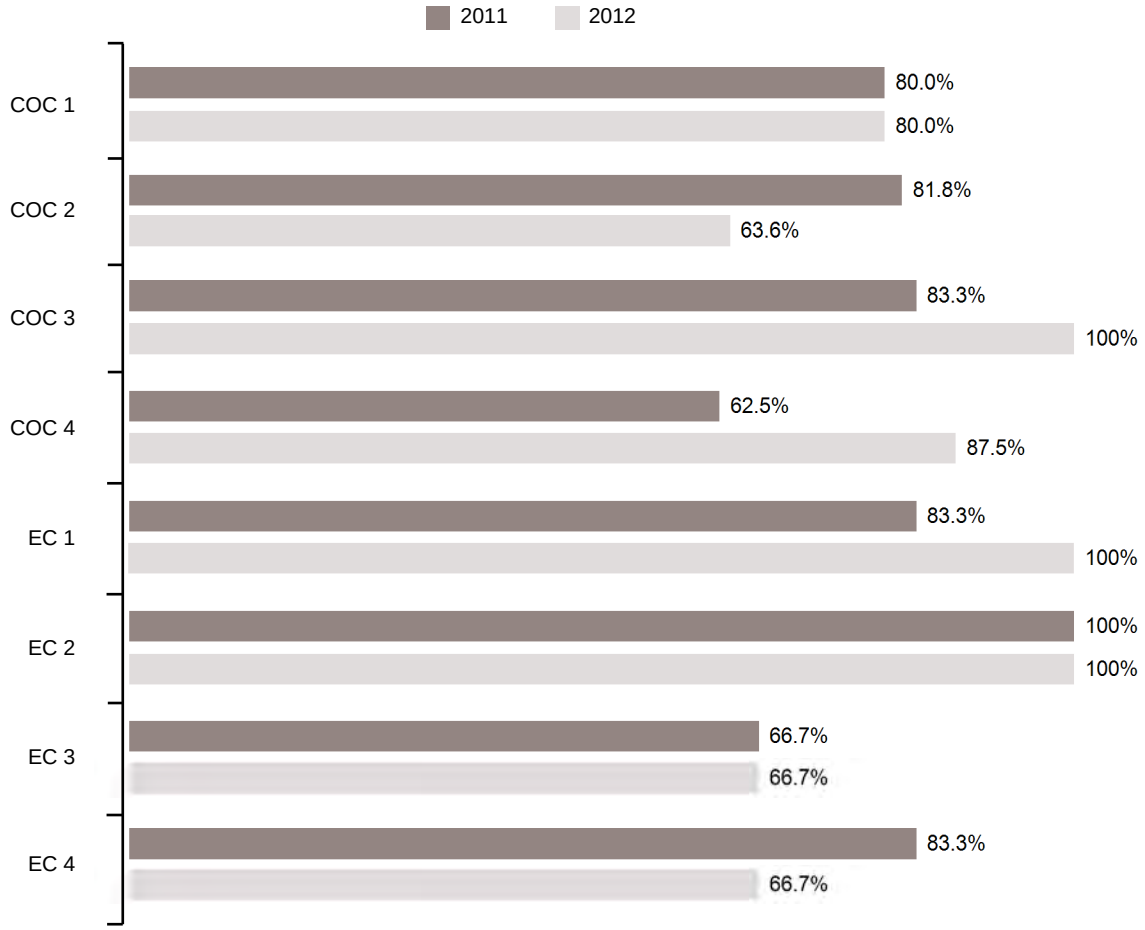
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	No
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	9	16.4	81.8%	7	12.7	63.6%
COC 3: Disseminate	6	5	16.7	83.3%	6	20.0	100%
COC 4: Gather	8	5	12.5	62.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	5	4.2	83.3%	4	3.3	66.7%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Southern Nevada Counter-Terrorism Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

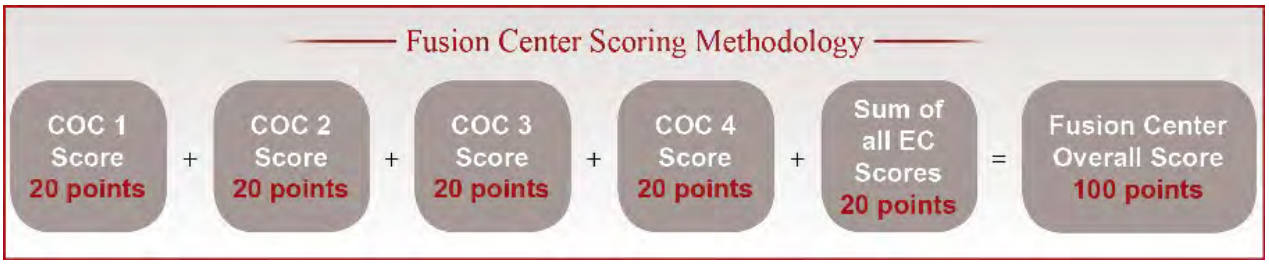
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Southern Nevada Counter-Terrorism Center

Demographic Information

Overall Score: **95.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

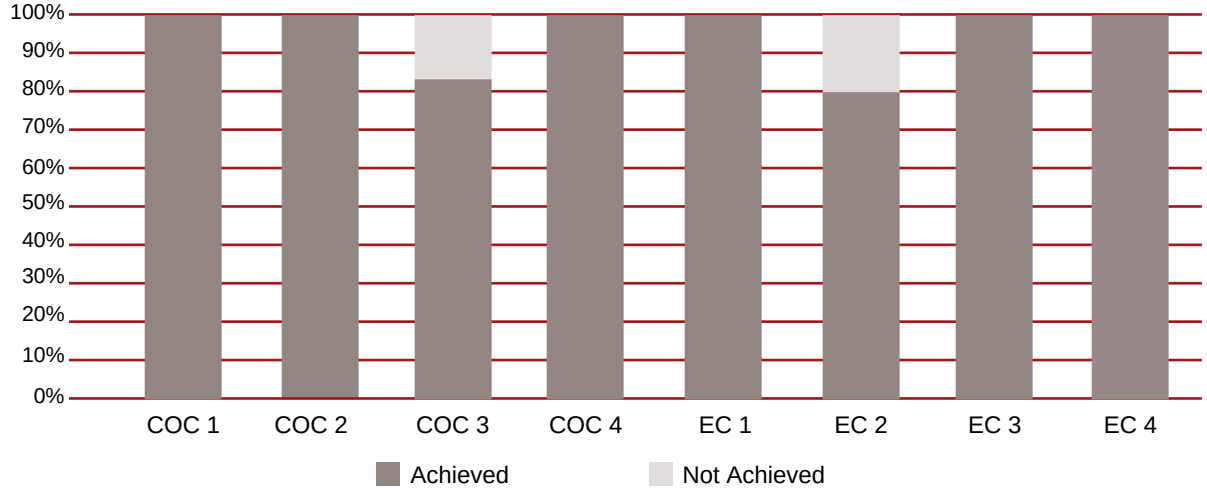
Staffing Levels:
- Full-time: 67
- Part-time: 3

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Southern Nevada Counter-Terrorism Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

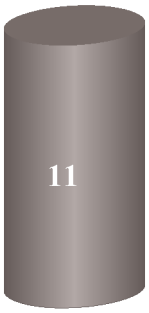
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Southern Nevada Counter-Terrorism Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

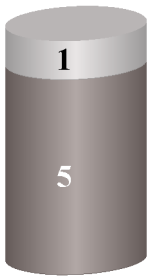
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Southern Nevada Counter-Terrorism Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Southern Nevada Counter-Terrorism Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Southern Nevada Counter-Terrorism Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Southern Nevada Counter-Terrorism Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Southern Nevada Counter-Terrorism Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Southern Nevada Counter-Terrorism Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

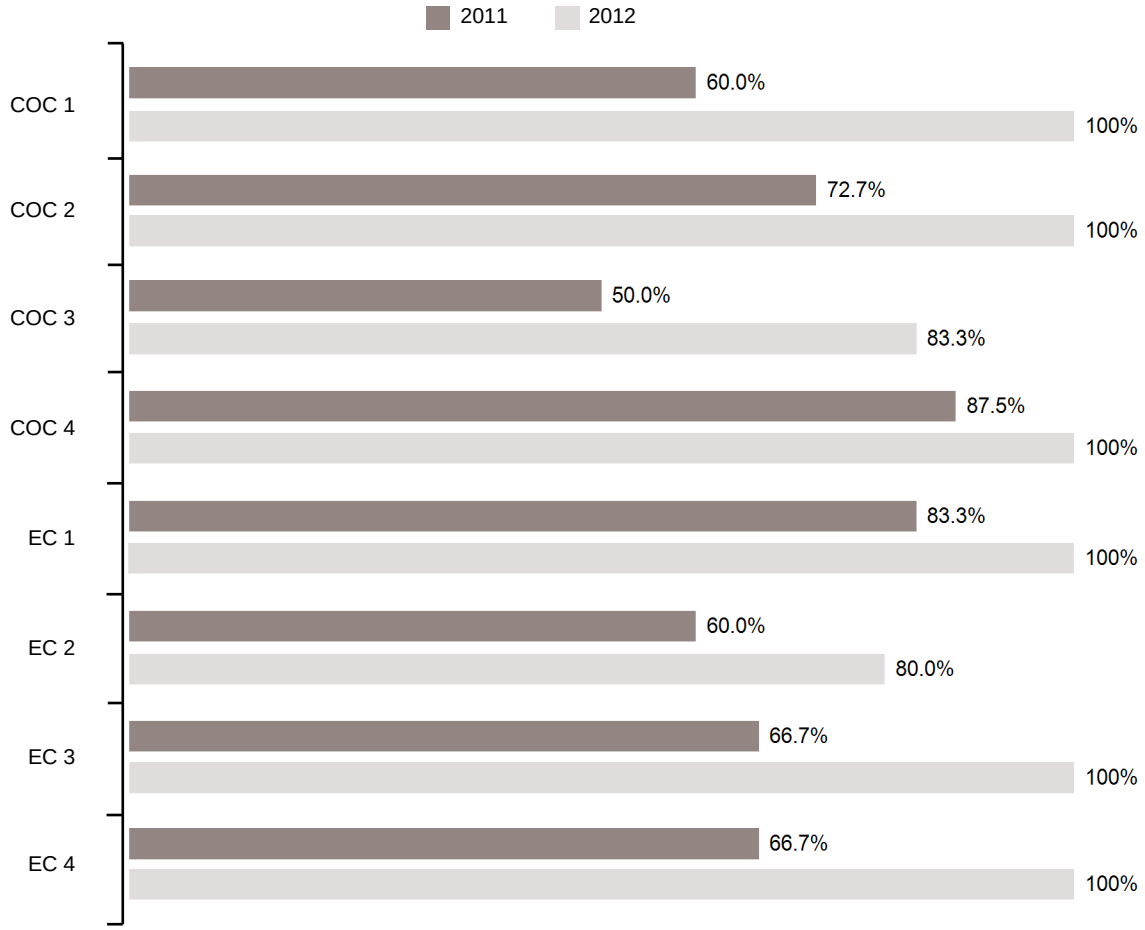
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	3	12.0	60.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	11	20.0	100%
COC 3: Disseminate	6	3	10.0	50.0%	5	16.7	83.3%
COC 4: Gather	8	7	17.5	87.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

California State Threat Assessment Center

November 2012

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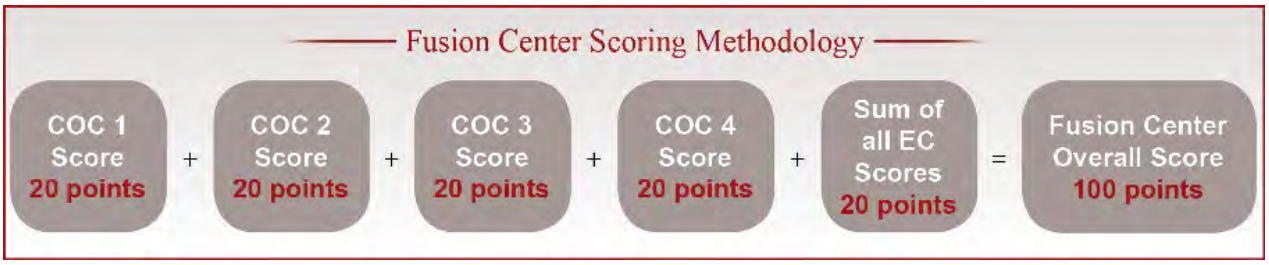
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



California State Threat Assessment Center

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes

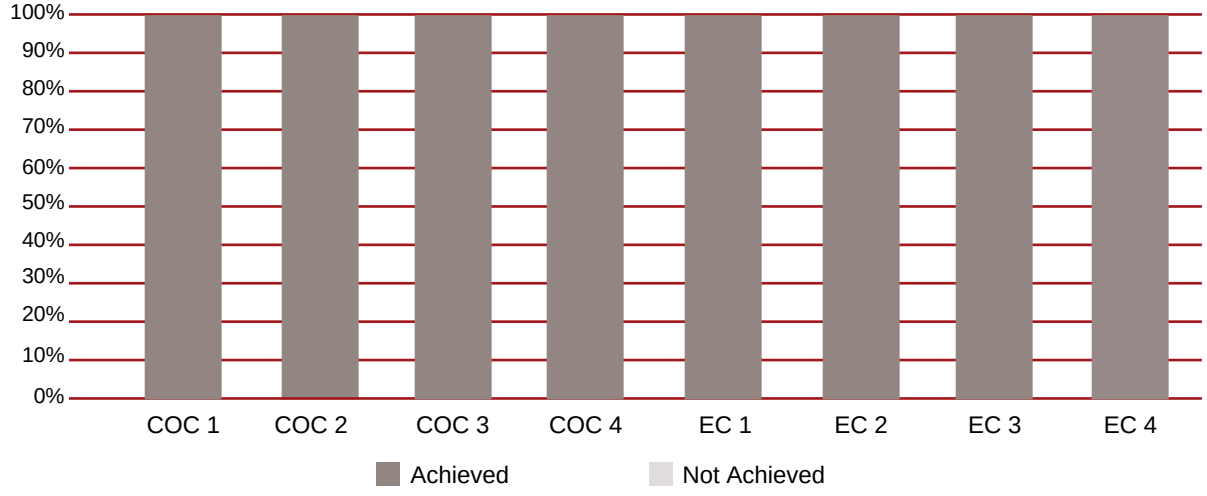
Staffing Levels:
- Full-time: 20
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The California State Threat Assessment Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

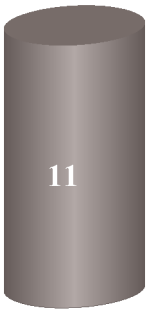
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The California State Threat Assessment Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: **20.0**

Percentage: **100%**

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The California State Threat Assessment Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The California State Threat Assessment Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The California State Threat Assessment Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The California State Threat Assessment Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The California State Threat Assessment Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The California State Threat Assessment Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

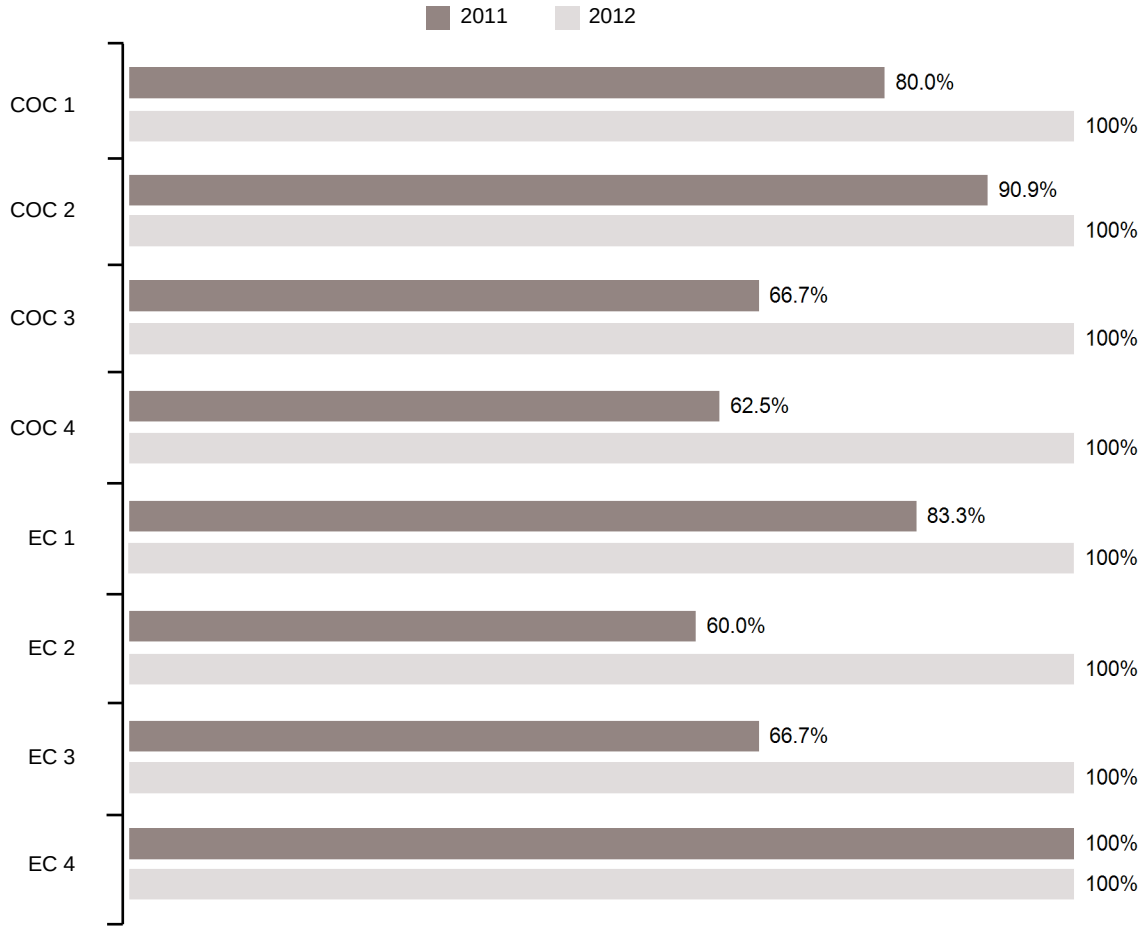
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	10	18.2	90.9%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	5	12.5	62.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Southeastern Wisconsin Threat Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

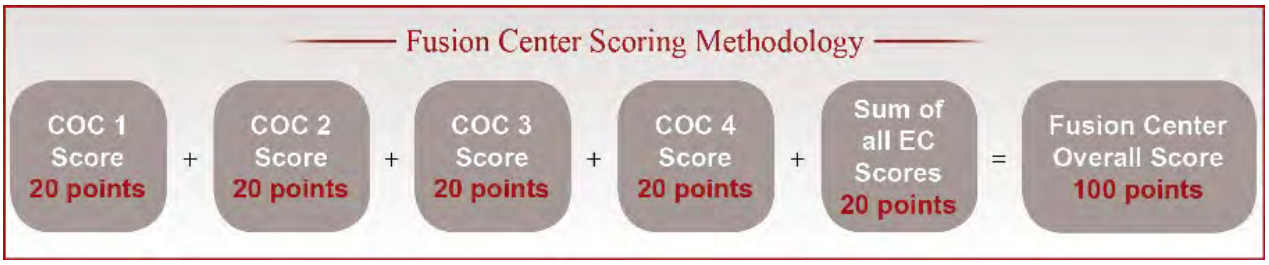
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Southeastern Wisconsin Threat Analysis Center

Demographic Information

Overall Score: **89.5**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

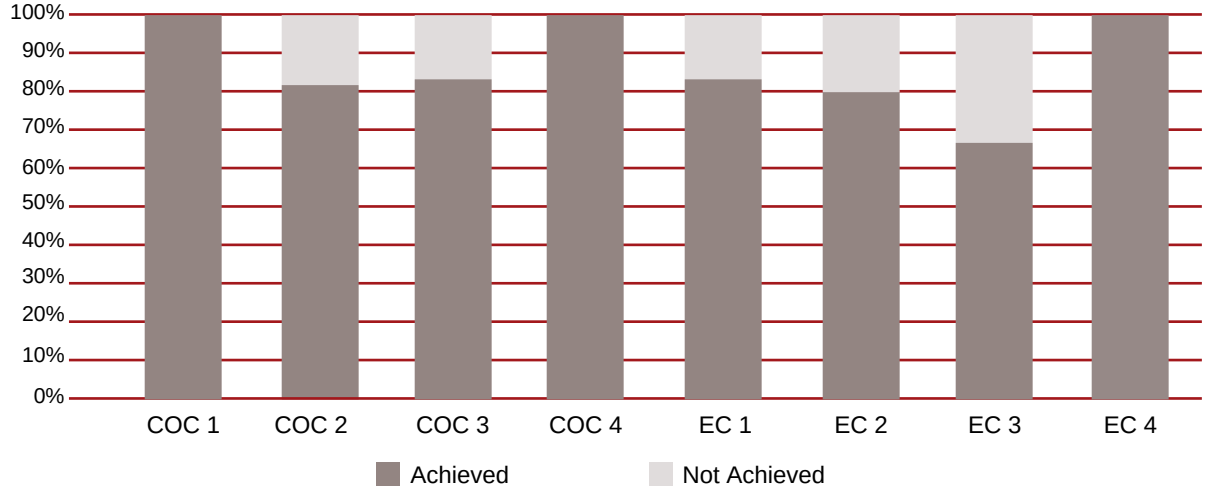
Staffing Levels:
- Full-time: 54
- Part-time: 4

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Southeastern Wisconsin Threat Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Southeastern Wisconsin Threat Analysis Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

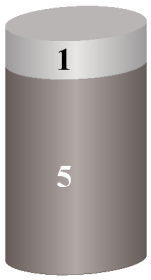
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Southeastern Wisconsin Threat Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Southeastern Wisconsin Threat Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

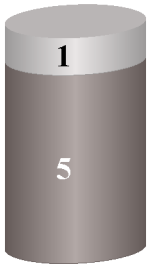
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Southeastern Wisconsin Threat Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 4.0
Percentage: 80%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Southeastern Wisconsin Threat Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	5.0	4.0	80.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

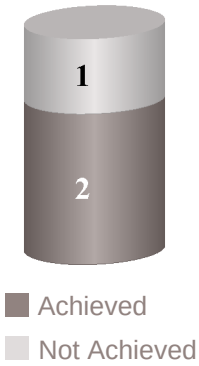
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Southeastern Wisconsin Threat Analysis Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

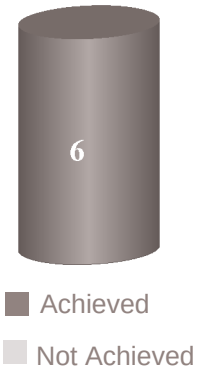
EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Southeastern Wisconsin Threat Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

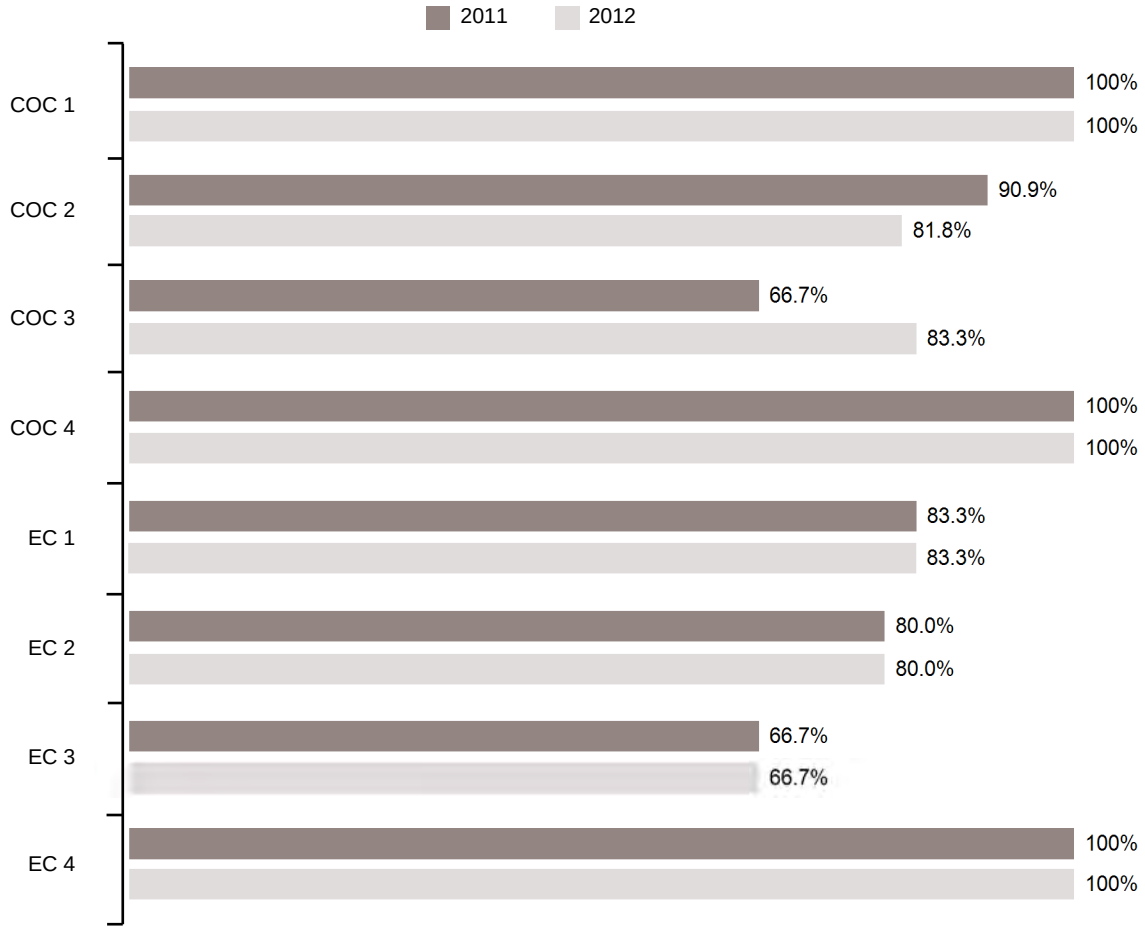
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	10	18.2	90.9%	9	16.4	81.8%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	4	4.0	80.0%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Illinois Statewide Terrorism and Intelligence Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

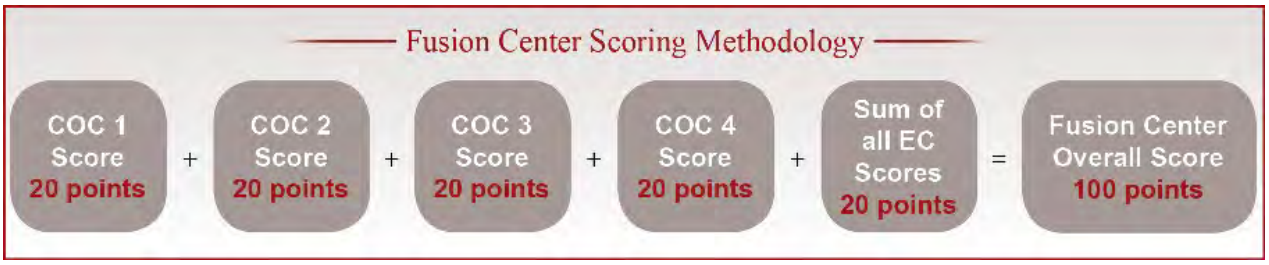
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Illinois Statewide Terrorism and Intelligence Center

Demographic Information

Overall Score: **91.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2003

Mission: Counterterrorism, All-Crimes, All-Hazards

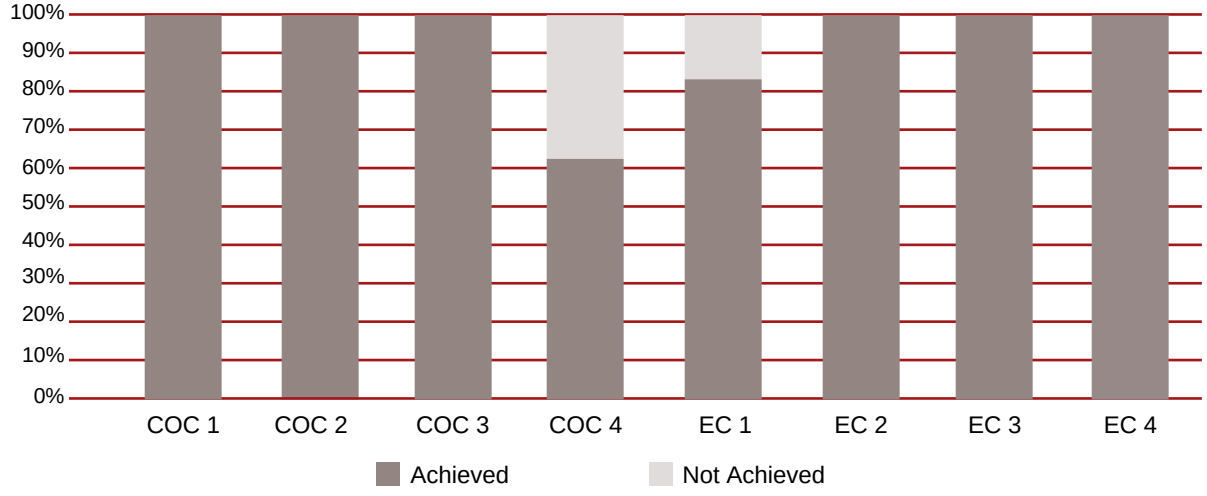
Staffing Levels:
- Full-time: 47
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	5	12.5	62.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Illinois Statewide Terrorism and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

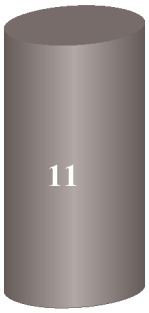
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Illinois Statewide Terrorism and Intelligence Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Illinois Statewide Terrorism and Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 12.5

Percentage: 62.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Illinois Statewide Terrorism and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	5	20.0	12.5	62.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	No
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

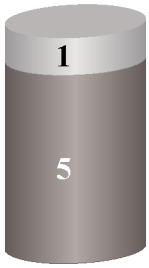
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Illinois Statewide Terrorism and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Illinois Statewide Terrorism and Intelligence Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Illinois Statewide Terrorism and Intelligence Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Illinois Statewide Terrorism and Intelligence Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

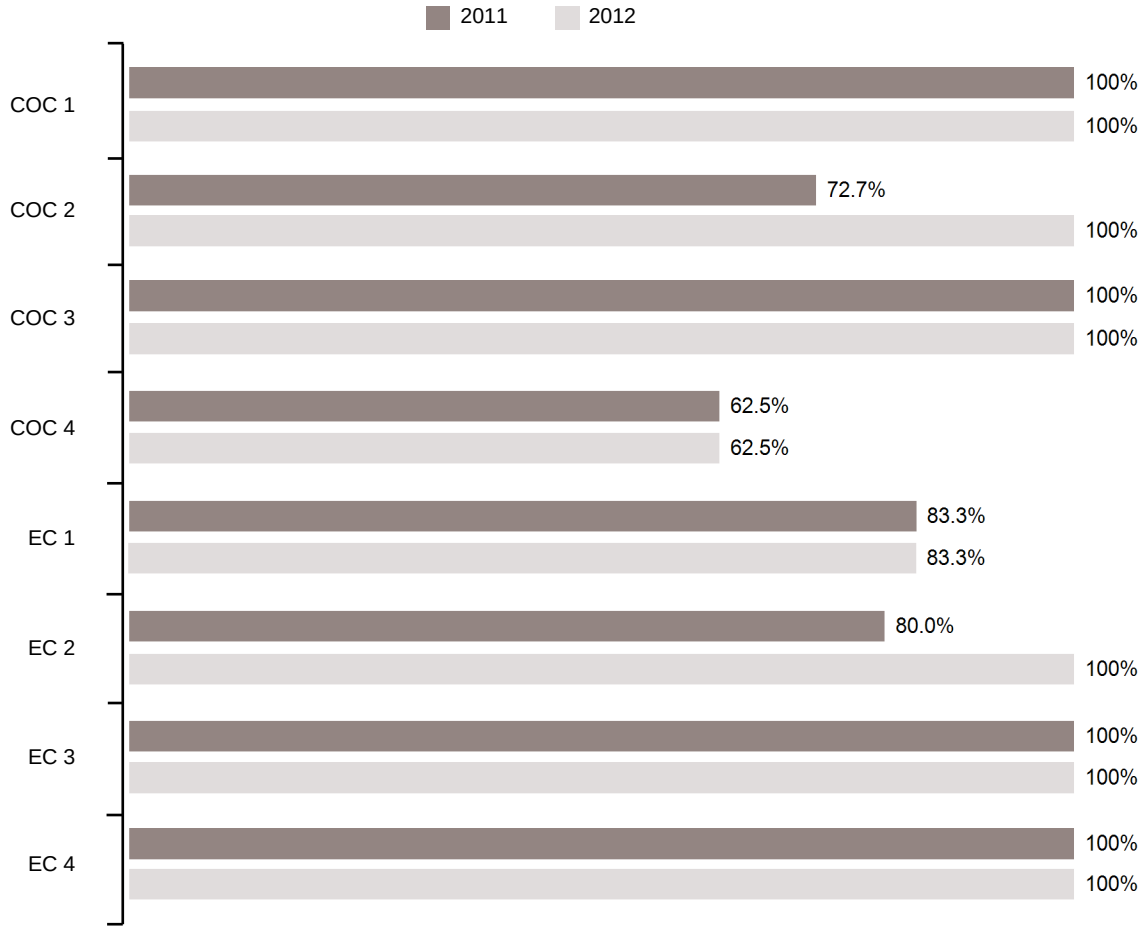
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	11	20.0	100%
COC 3: Disseminate	6	6	20.0	100%	6	20.0	100%
COC 4: Gather	8	5	12.5	62.5%	5	12.5	62.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Southwest Texas Fusion Center

November 2012

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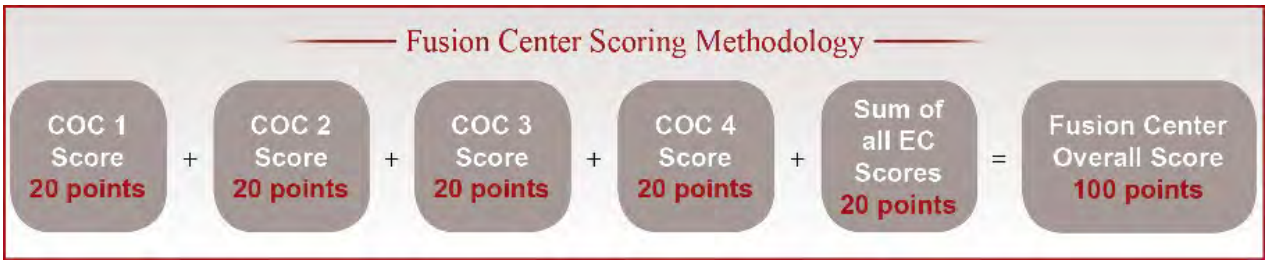
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Southwest Texas Fusion Center

Demographic Information

Overall Score: **62.9**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2011

Mission: Counterterrorism, All-Crimes, All-Hazards

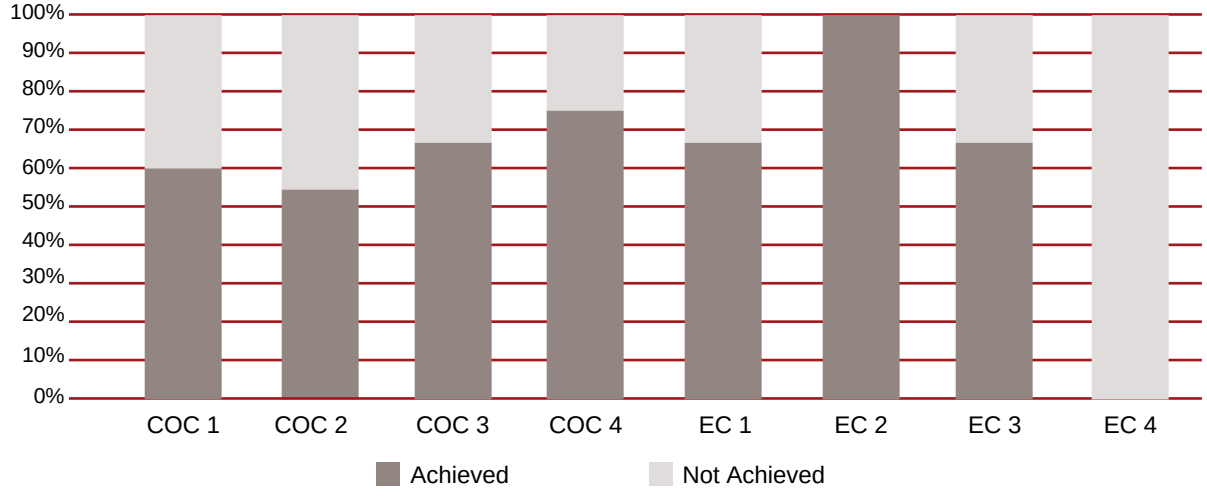
Staffing Levels:
- Full-time: 28
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	3	12.0	60.0%	18.6	93.0%
COC 2: Analyze	11	6	10.9	54.5%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	6	15.0	75.0%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	0	0.0	0.0%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



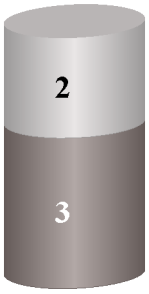
COC 1: Receive

COC Score: 12.0
Percentage: 60%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Southwest Texas Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	20.0	12.0	60.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	No
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 10.9
Percentage: 54.5%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Southwest Texas Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	6	20.0	10.9	54.5%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	No
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

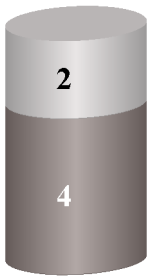
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Southwest Texas Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	No
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

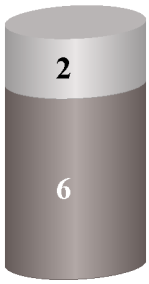
COC Score: 15.0

Percentage: 75%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Southwest Texas Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	6	20.0	15.0	75.0%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	No
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

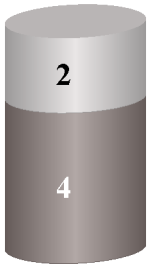
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 3.3
Percentage: 66.7%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Southwest Texas Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	No
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Southwest Texas Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

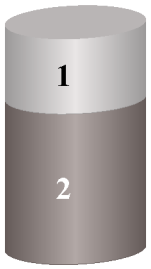
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Southwest Texas Fusion Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	No

EC 4: Security

COC Score: 0.0
Percentage: 0%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Southwest Texas Fusion Center has achieved 0 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	0	5.0	0.0	0.0%

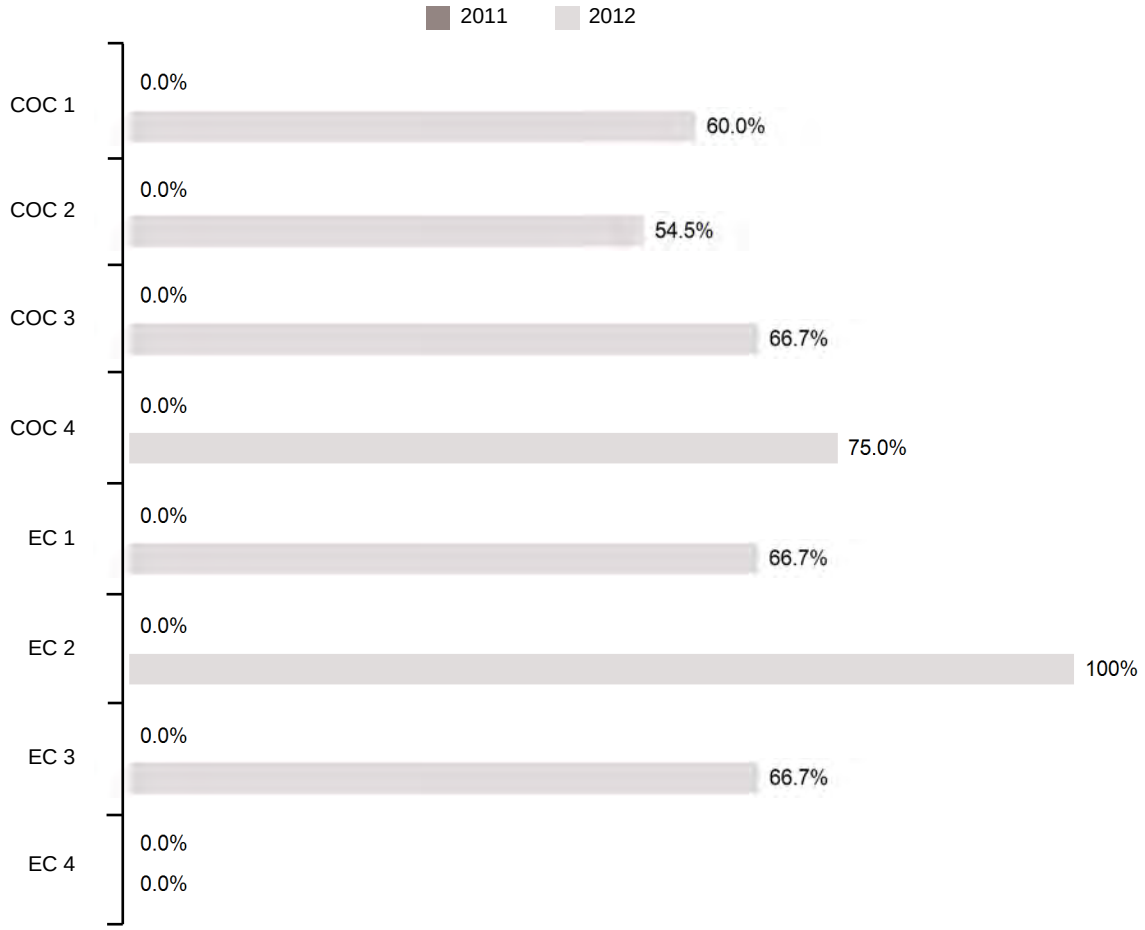
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	No
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	No
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	0	0.0	0.0%	3	12.0	60.0%
COC 2: Analyze	11	0	0.0	0.0%	6	10.9	54.5%
COC 3: Disseminate	6	0	0.0	0.0%	4	13.3	66.7%
COC 4: Gather	8	0	0.0	0.0%	6	15.0	75.0%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	0	0.0	0.0%	4	3.3	66.7%
EC 2: Sustainment Strategy	5	0	0.0	0.0%	5	5.0	100%
EC 3: Communications	3	0	0.0	0.0%	2	3.3	66.7%
EC 4: Security	6	0	0.0	0.0%	0	0.0	0.0%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Kansas City Regional Terrorism Early Warning Interagency Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

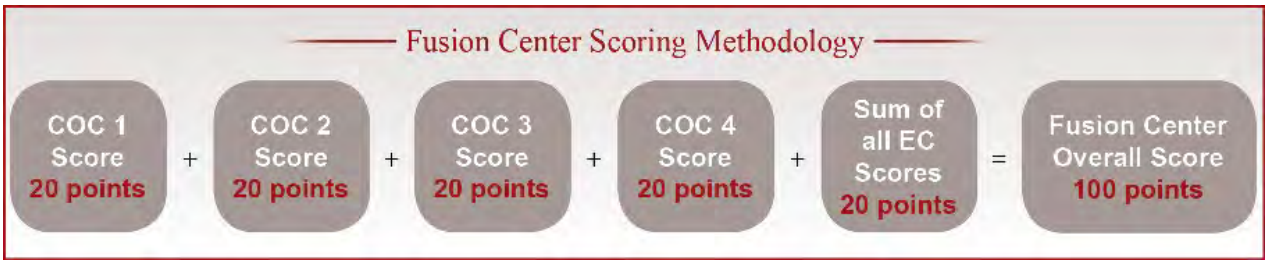
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Kansas City Regional Terrorism Early Warning Interagency Analysis Center

Demographic Information

Overall Score: **95.8**

National Network Average: **88.2**

RAC Category: Recognized

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

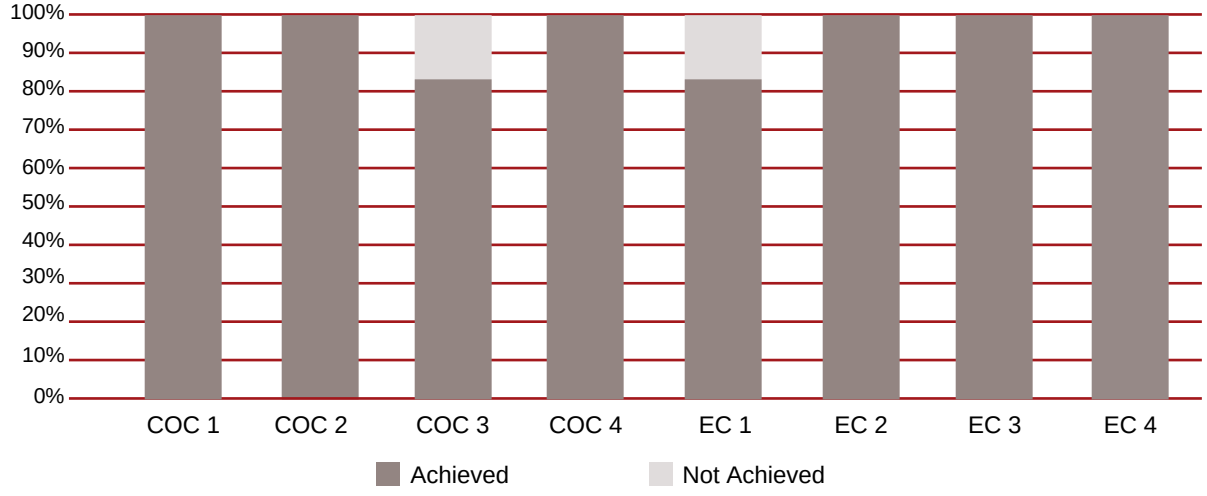
Staffing Levels:
- Full-time: 7
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Kansas City Regional Terrorism Early Warning Interagency Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

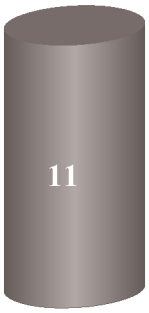
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Kansas City Regional Terrorism Early Warning Interagency Analysis Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

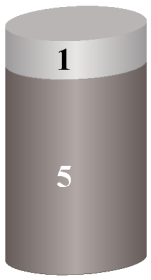
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Kansas City Regional Terrorism Early Warning Interagency Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Kansas City Regional Terrorism Early Warning Interagency Analysis Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

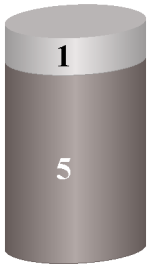
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Kansas City Regional Terrorism Early Warning Interagency Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Kansas City Regional Terrorism Early Warning Interagency Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Kansas City Regional Terrorism Early Warning Interagency Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

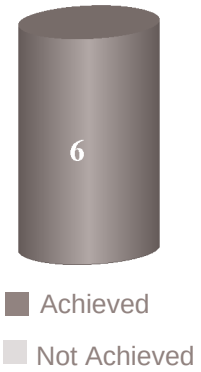
EC 4: Security

COC Score: 5.0
Percentage: 100%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Kansas City Regional Terrorism Early Warning Interagency Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

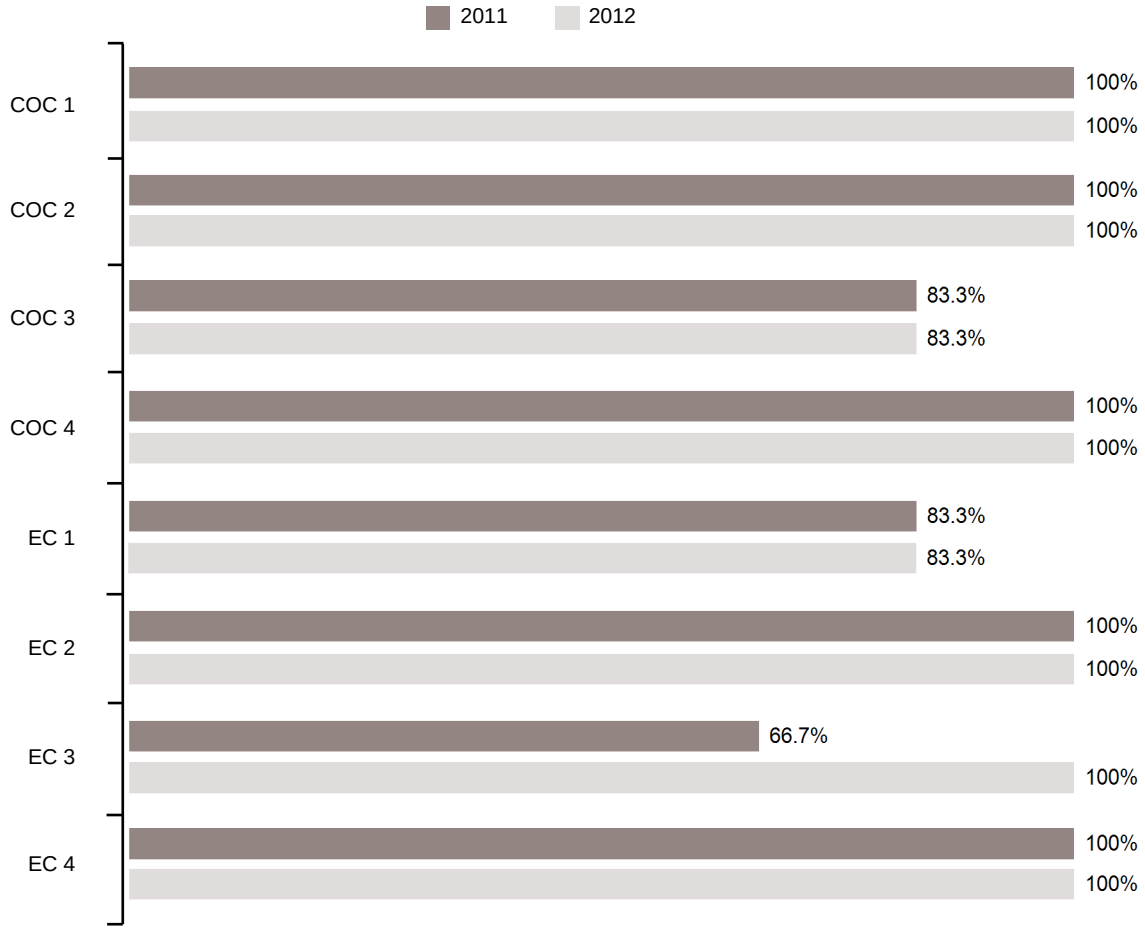
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Tennessee Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

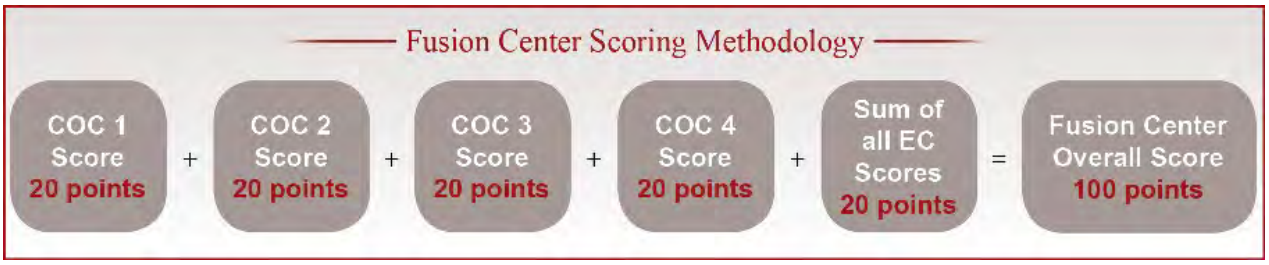
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Tennessee Fusion Center

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

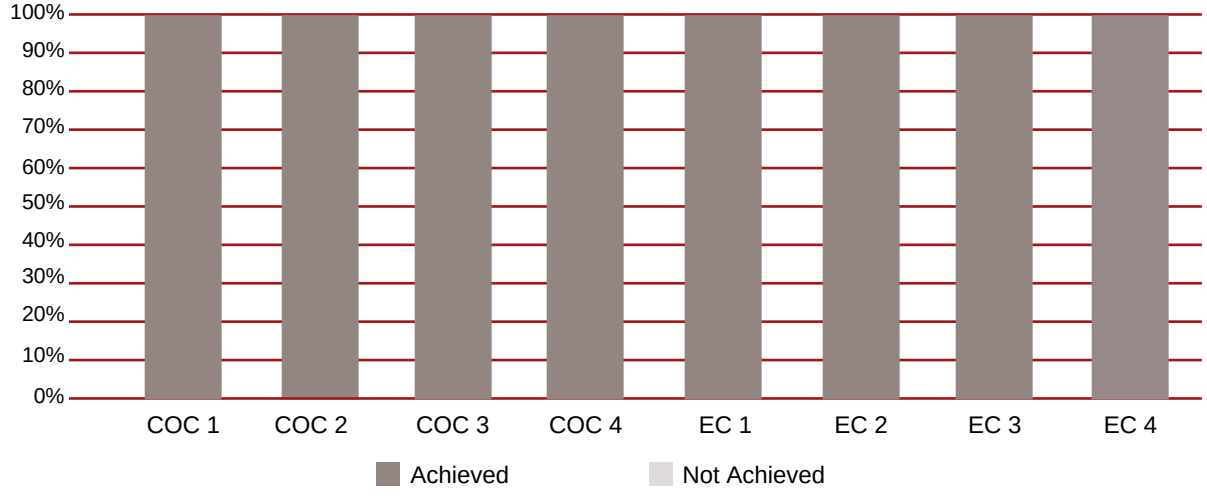
Staffing Levels:
- Full-time: 35
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Tennessee Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

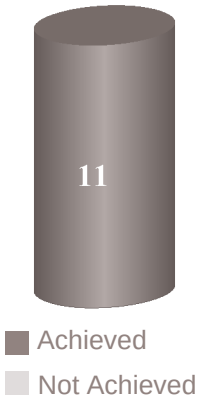
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Tennessee Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Tennessee Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Tennessee Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Tennessee Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Tennessee Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Tennessee Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Tennessee Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

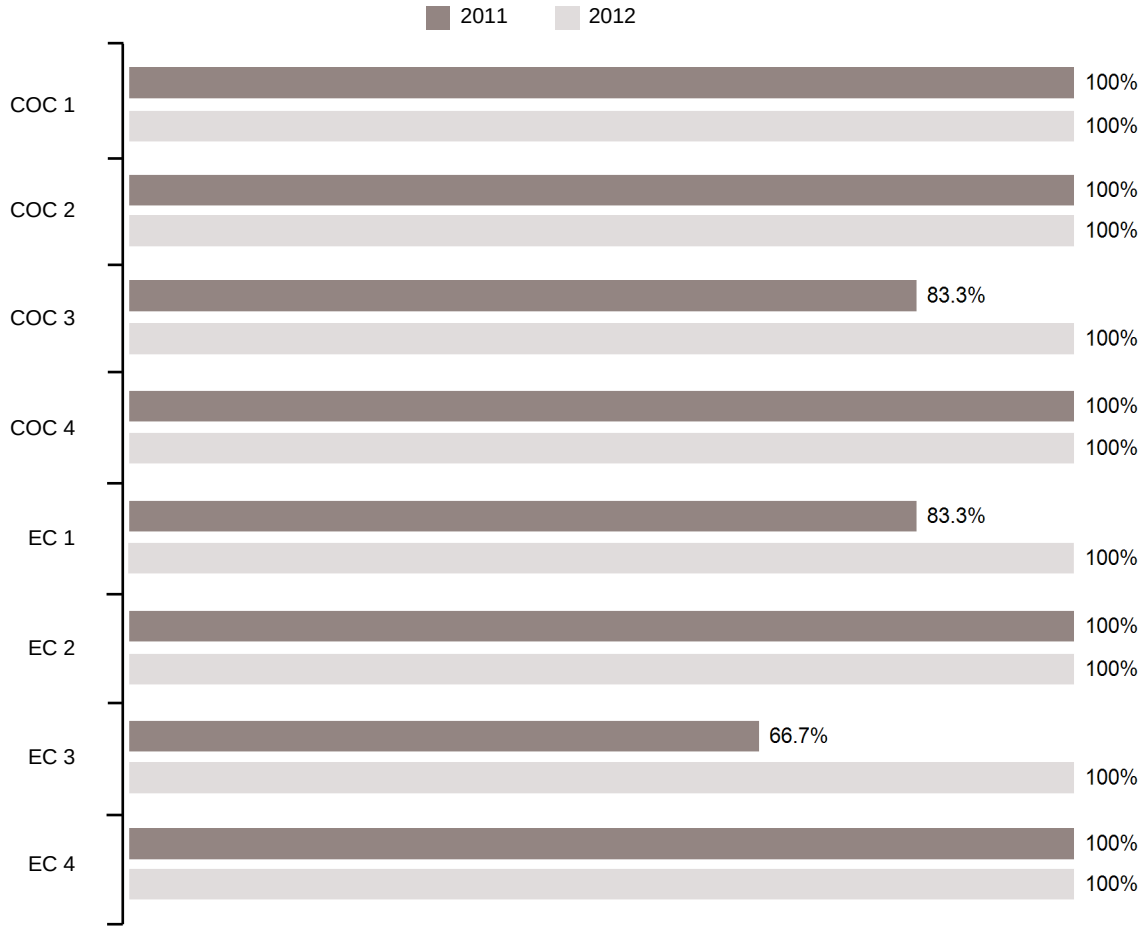
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	5	16.7	83.3%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	5	5.0	100%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Oregon Terrorism Information Threat Assessment Network

November 2012

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Introduction

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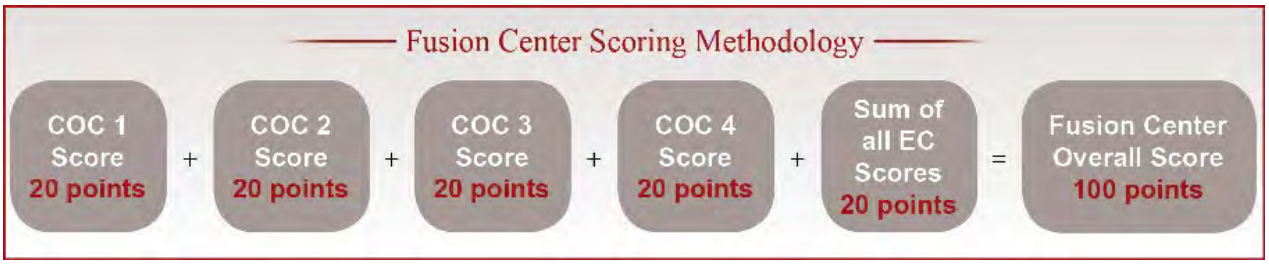
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Oregon Terrorism Information Threat Assessment Network

Demographic Information

Overall Score: **94.7**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

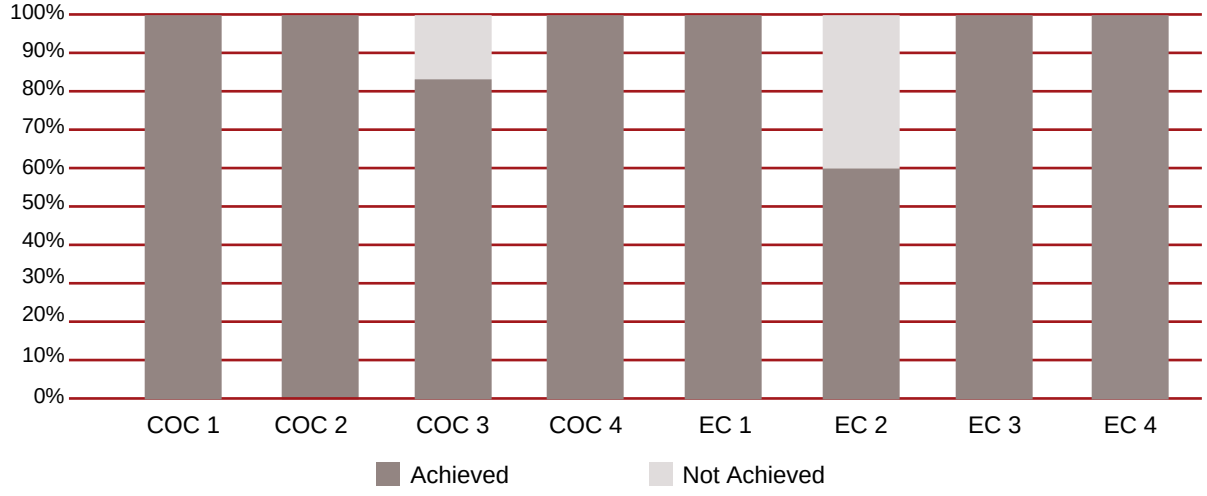
Staffing Levels:
- Full-time: 6
- Part-time: 4

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Oregon Terrorism Information Threat Assessment Network has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

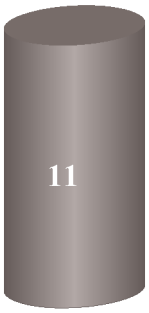
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Oregon Terrorism Information Threat Assessment Network has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

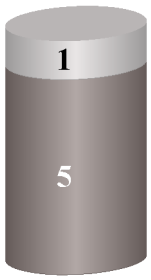
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Oregon Terrorism Information Threat Assessment Network has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Oregon Terrorism Information Threat Assessment Network has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Oregon Terrorism Information Threat Assessment Network has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

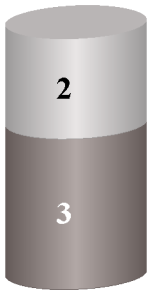
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Oregon Terrorism Information Threat Assessment Network has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Oregon Terrorism Information Threat Assessment Network has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Oregon Terrorism Information Threat Assessment Network has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

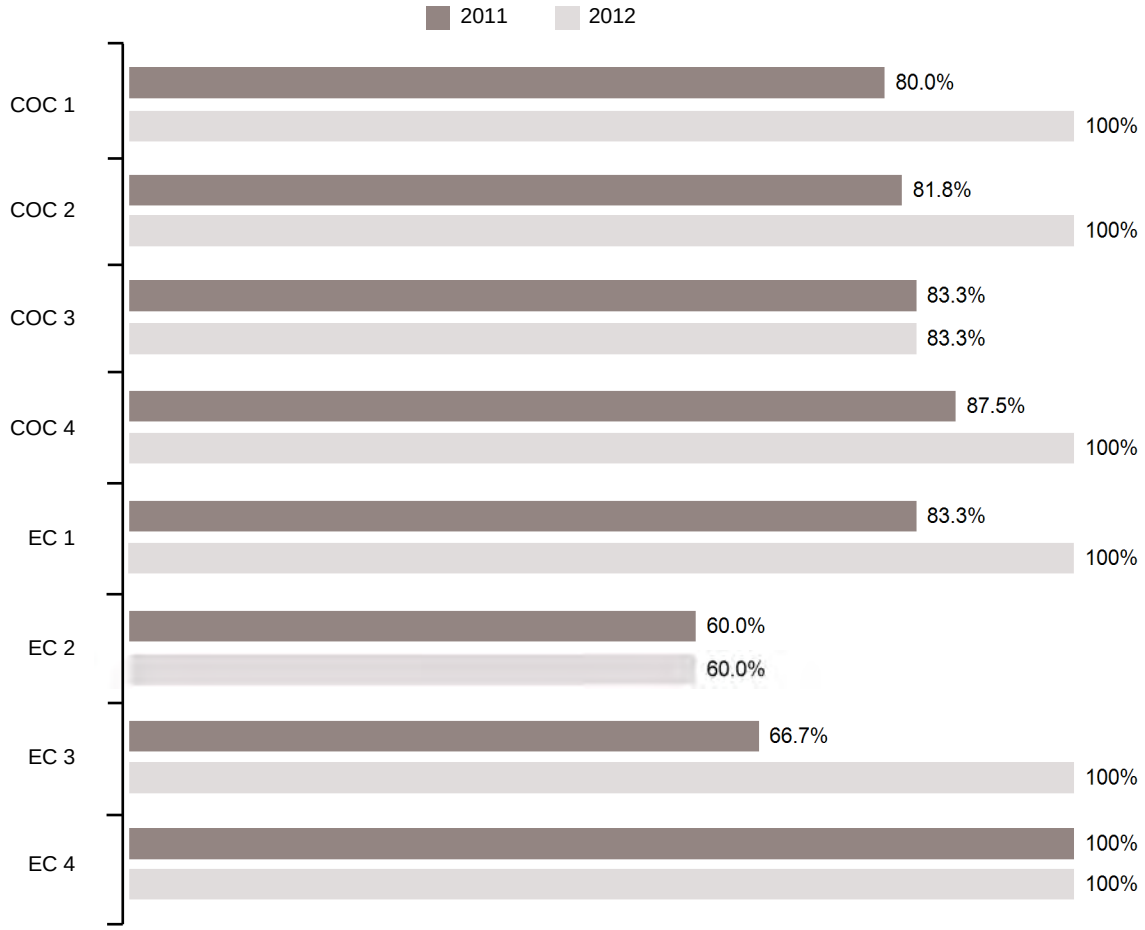
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	9	16.4	81.8%	11	20.0	100%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
COC 4: Gather	8	7	17.5	87.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	3	3.0	60.0%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Texas Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

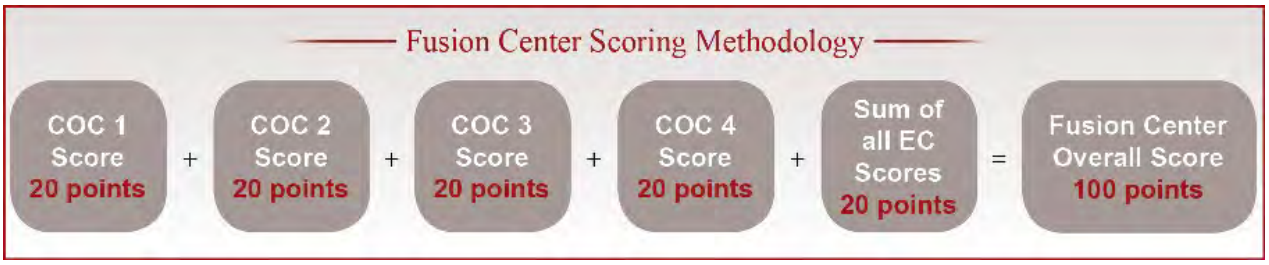
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Texas Fusion Center

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

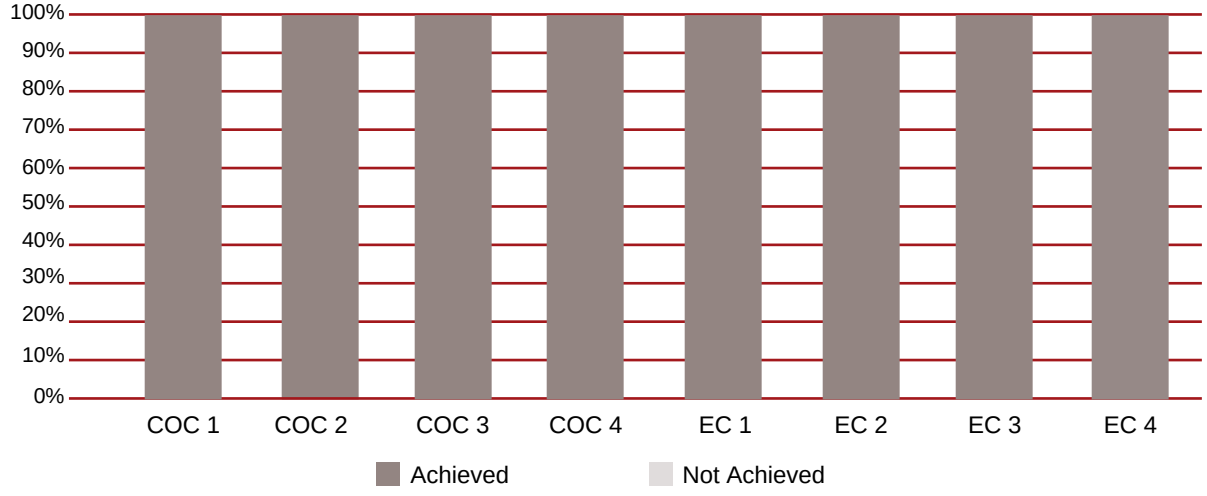
Staffing Levels:
- Full-time: 131
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Texas Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

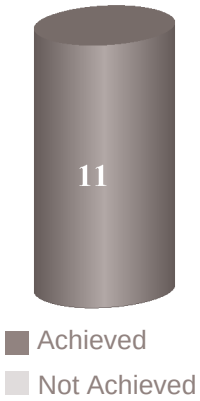
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Texas Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0
Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Texas Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Texas Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Texas Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Texas Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Texas Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Texas Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

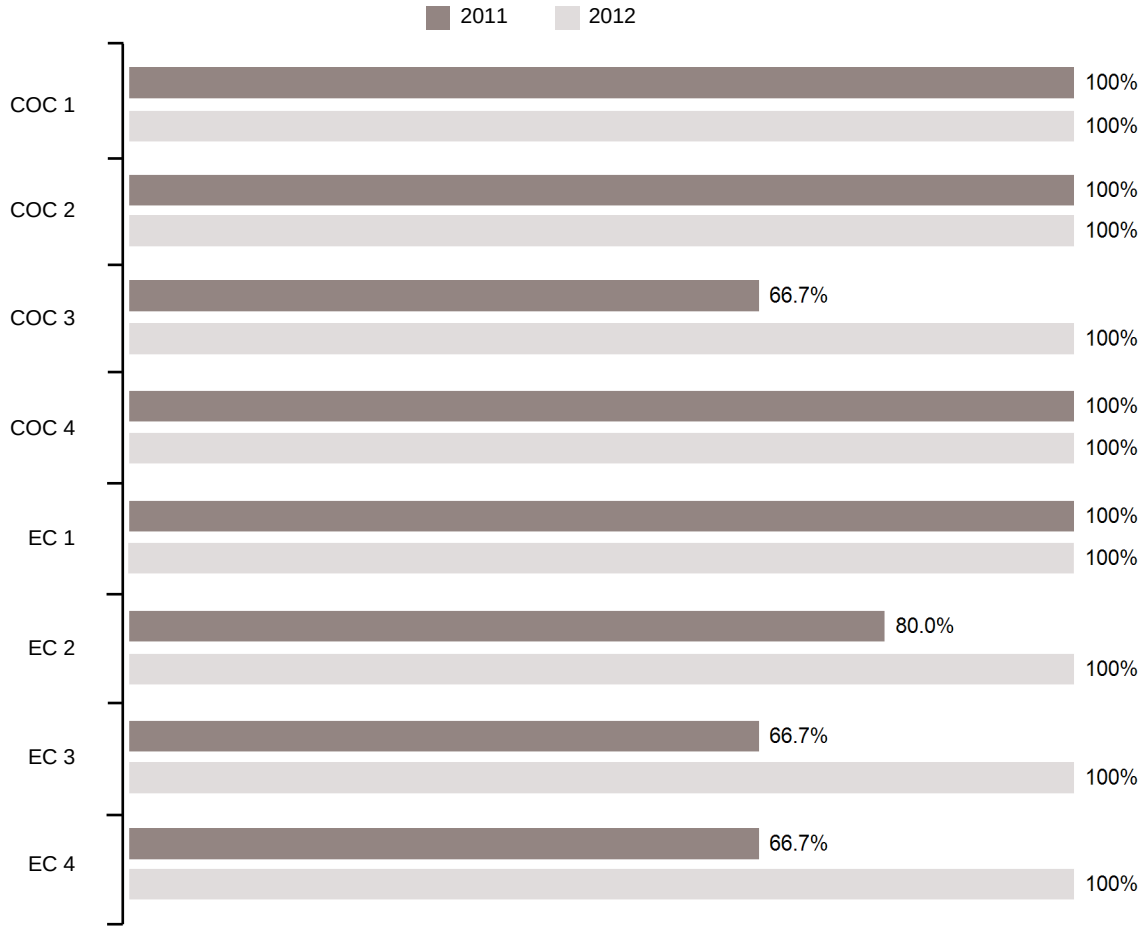
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	3	5.0	100%
EC 4: Security	6	4	3.3	66.7%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

U.S. Virgin Islands Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

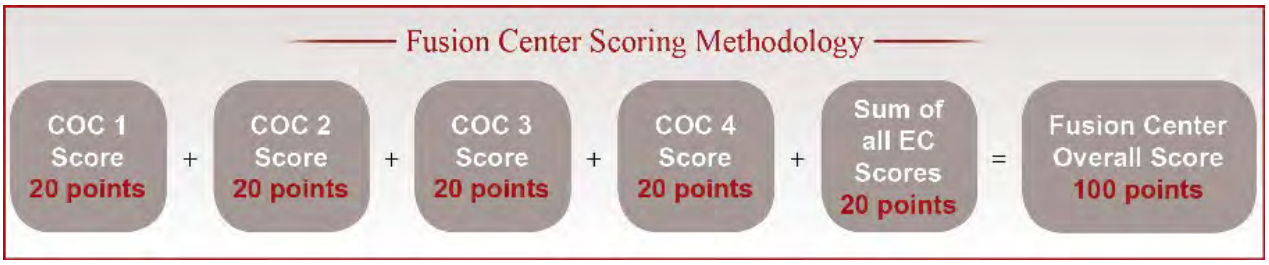
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



U.S. Virgin Islands Fusion Center

Demographic Information

Overall Score: **38.4**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2011

Mission: Counterterrorism, All-Crimes, All-Hazards

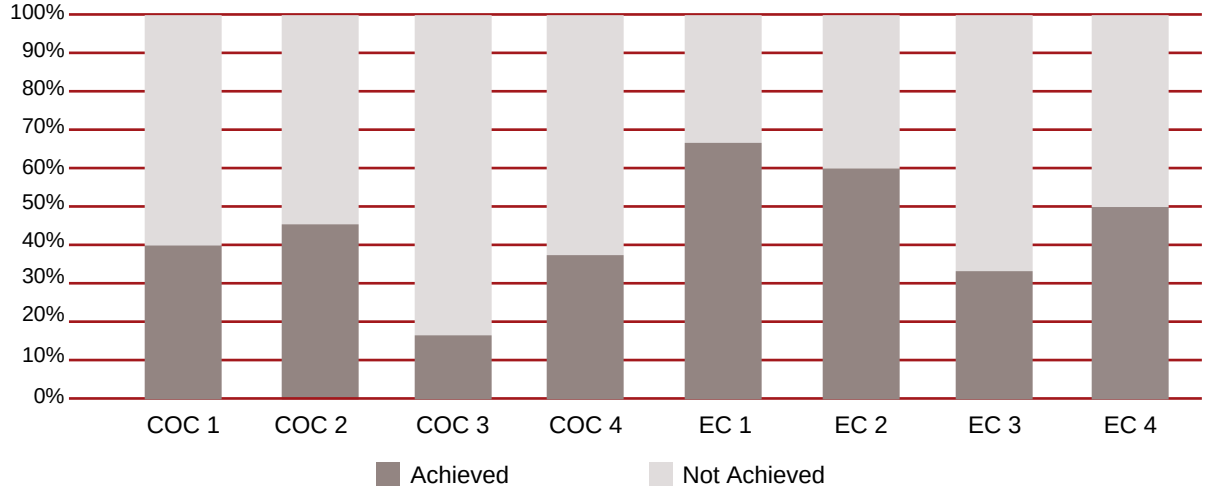
Staffing Levels:
- Full-time: 3
- Part-time: 3

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	2	8.0	40.0%	18.6	93.0%
COC 2: Analyze	11	5	9.1	45.5%	17.4	87.2%
COC 3: Disseminate	6	1	3.3	16.7%	16.8	84.0%
COC 4: Gather	8	3	7.5	37.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	1	1.7	33.3%	4.1	81.8%
EC 4: Security	6	3	2.5	50.0%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 8.0
Percentage: 40%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The U.S. Virgin Islands Fusion Center has achieved 2 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	2	20.0	8.0	40.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	No
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 9.1
Percentage: 45.5%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The U.S. Virgin Islands Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	5	20.0	9.1	45.5%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	No
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	No
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	No

COC 3: Disseminate

COC Score: 3.3
Percentage: 16.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The U.S. Virgin Islands Fusion Center has achieved 1 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	1	20.0	3.3	16.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	No
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	No
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 7.5

Percentage: 37.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The U.S. Virgin Islands Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	3	20.0	7.5	37.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	No
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	No
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	No
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

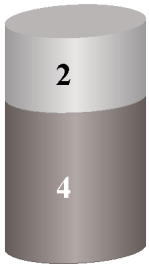
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 3.3
Percentage: 66.7%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The U.S. Virgin Islands Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	No
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

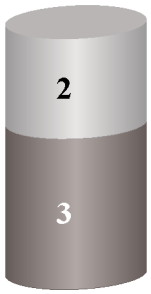
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The U.S. Virgin Islands Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

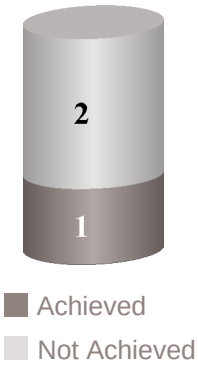
EC 3: Communications and Outreach

COC Score: 1.7
Percentage: 33.3%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The U.S. Virgin Islands Fusion Center has achieved 1 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	1	5.0	1.7	33.3%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	No

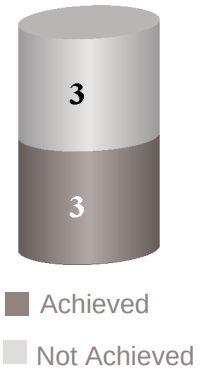
EC 4: Security

COC Score: 2.5
Percentage: 50%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The U.S. Virgin Islands Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	3	5.0	2.5	50.0%

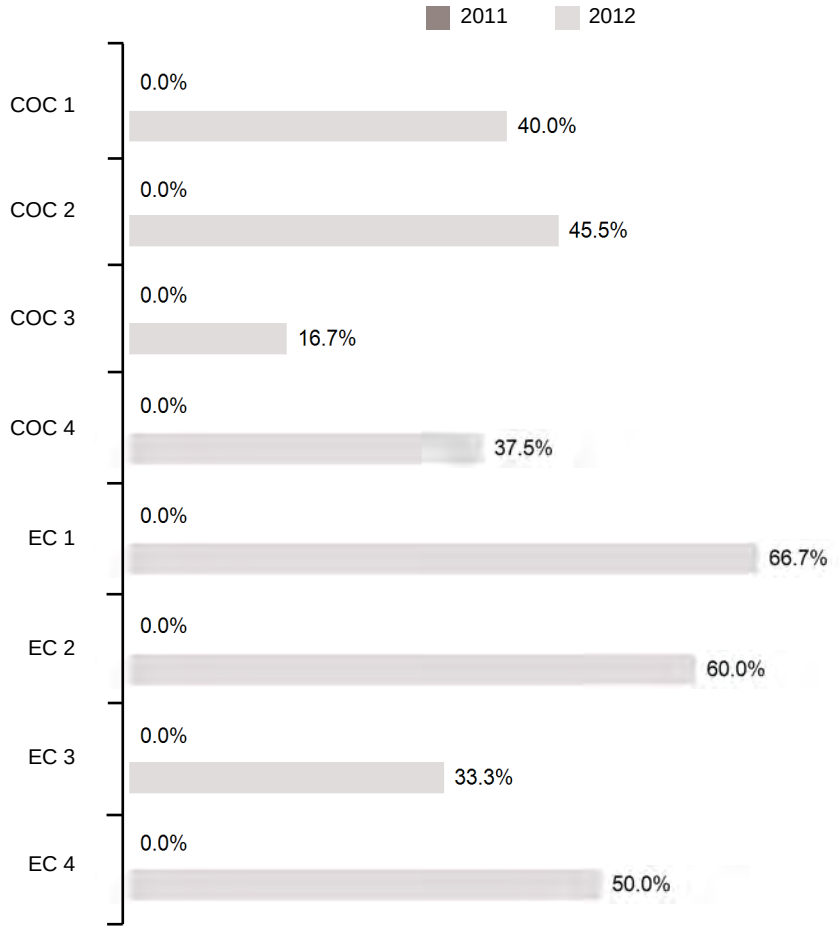
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	0	0.0	0.0%	2	8.0	40.0%
COC 2: Analyze	11	0	0.0	0.0%	5	9.1	45.5%
COC 3: Disseminate	6	0	0.0	0.0%	1	3.3	16.7%
COC 4: Gather	8	0	0.0	0.0%	3	7.5	37.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	0	0.0	0.0%	4	3.3	66.7%
EC 2: Sustainment Strategy	5	0	0.0	0.0%	3	3.0	60.0%
EC 3: Communications	3	0	0.0	0.0%	1	1.7	33.3%
EC 4: Security	6	0	0.0	0.0%	3	2.5	50.0%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Virginia Fusion Center

November 2012

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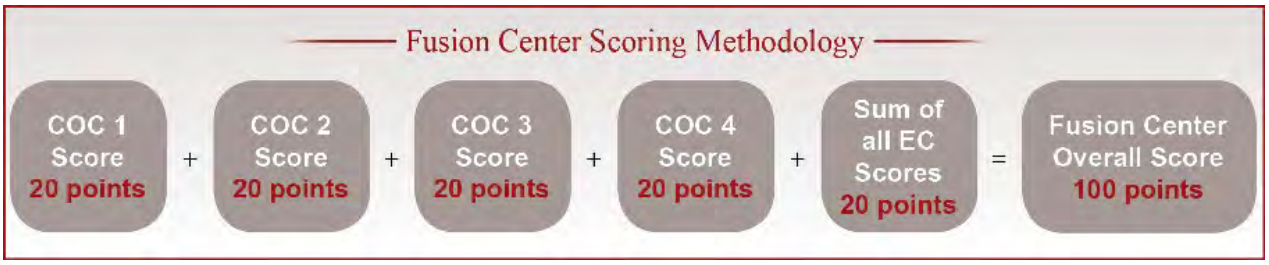
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Virginia Fusion Center

Demographic Information

Overall Score: **100**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes, All-Hazards

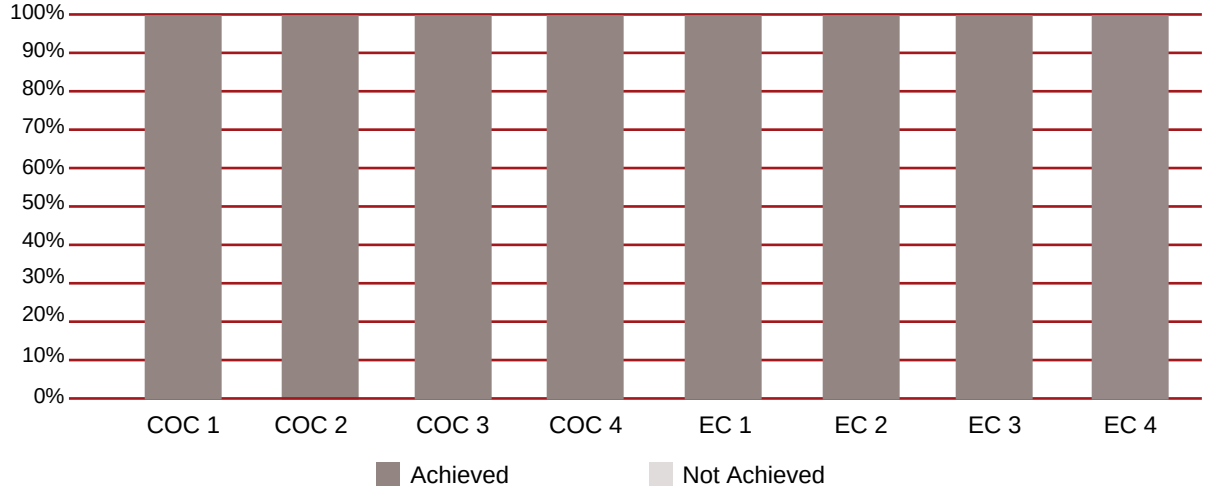
Staffing Levels:
- Full-time: 45
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
COC 3: Disseminate	6	6	20.0	100%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Virginia Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

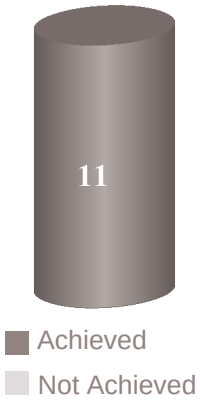
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Virginia Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

COC 3: Disseminate

COC Score: 20.0

Percentage: 100%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Virginia Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	20.0	20.0	100%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Virginia Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Virginia Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Virginia Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Virginia Fusion Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Virginia Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

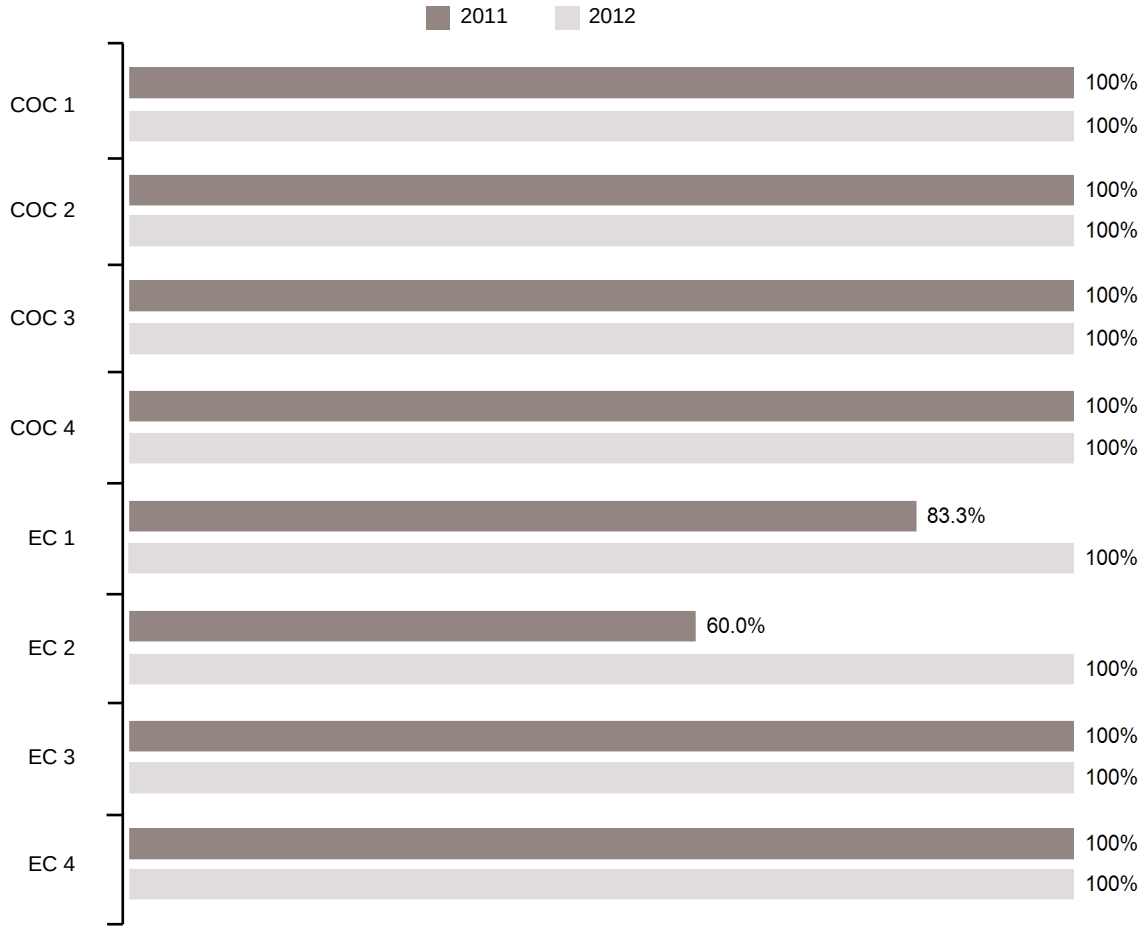
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	11	20.0	100%
COC 3: Disseminate	6	6	20.0	100%	6	20.0	100%
COC 4: Gather	8	8	20.0	100%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Vermont Information and Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

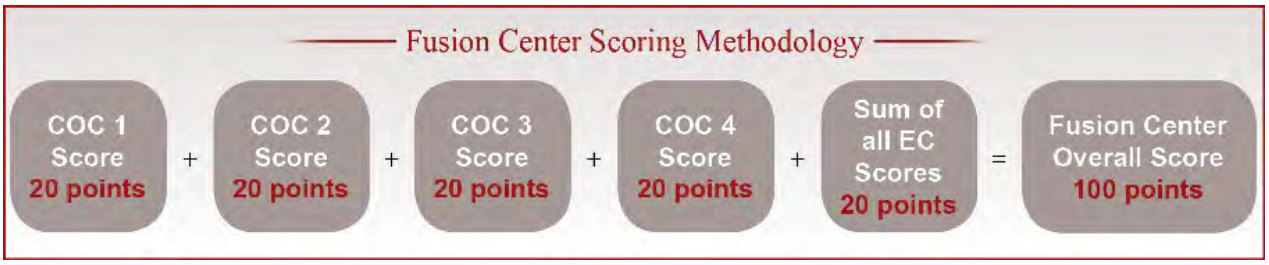
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Vermont Information and Analysis Center

Demographic Information

Overall Score: **70.1**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2005

Mission: Counterterrorism, All-Crimes

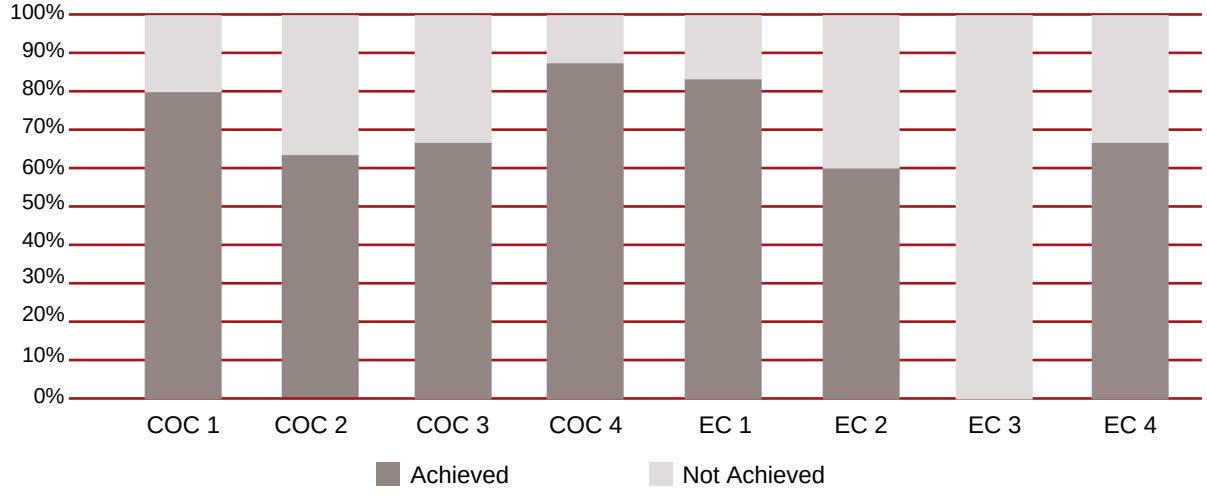
Staffing Levels:
- Full-time: 8
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	7	12.7	63.6%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	4.3	86.2%
EC 3: Communications	3	0	0.0	0.0%	4.1	81.8%
EC 4: Security	6	4	3.3	66.7%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Vermont Information and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

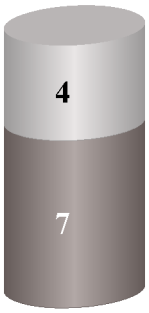
COC 2: Analyze

COC Score: 12.7
Percentage: 63.6%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Vermont Information and Analysis Center has achieved 7 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	7	20.0	12.7	63.6%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	No
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

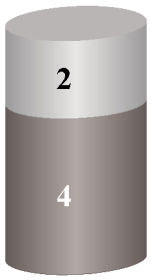
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Vermont Information and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Vermont Information and Analysis Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	No
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

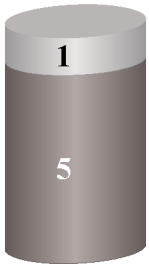
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Vermont Information and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

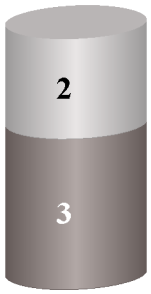
EC 2: Sustainment Strategy

COC Score: 3.0
Percentage: 60%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Vermont Information and Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	3	5.0	3.0	60.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

EC 3: Communications and Outreach

COC Score: **0.0**
Percentage: **0%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Vermont Information and Analysis Center has achieved 0 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	0	5.0	0.0	0.0%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	No
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	No

EC 4: Security

COC Score: **3.3**
Percentage: **66.7%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Vermont Information and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	5.0	3.3	66.7%

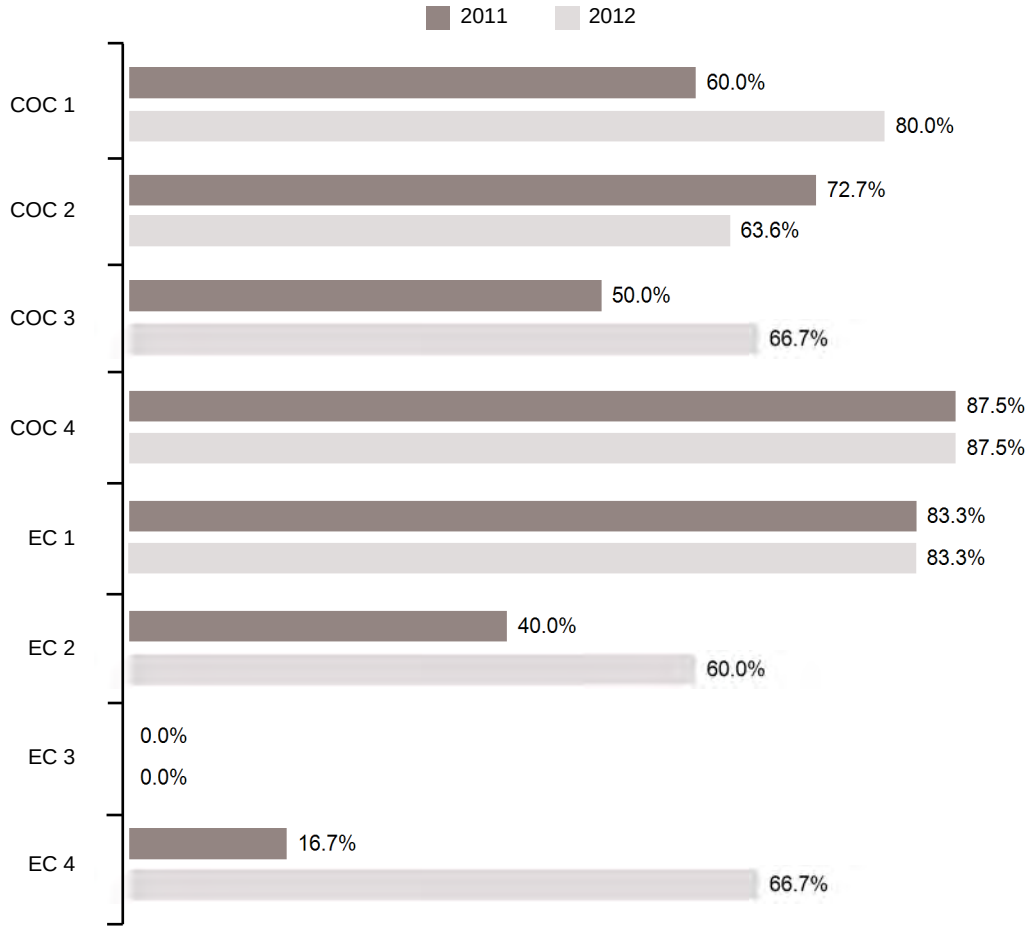
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	No
2.	Fusion center trains all personnel on the fusion center's security plan annually	No
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	3	12.0	60.0%	4	16.0	80.0%
COC 2: Analyze	11	8	14.5	72.7%	7	12.7	63.6%
COC 3: Disseminate	6	3	10.0	50.0%	4	13.3	66.7%
COC 4: Gather	8	7	17.5	87.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	3	3.0	60.0%
EC 3: Communications	3	0	0.0	0.0%	0	0.0	0.0%
EC 4: Security	6	1	0.8	16.7%	4	3.3	66.7%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Washington Regional Threat and Analysis Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

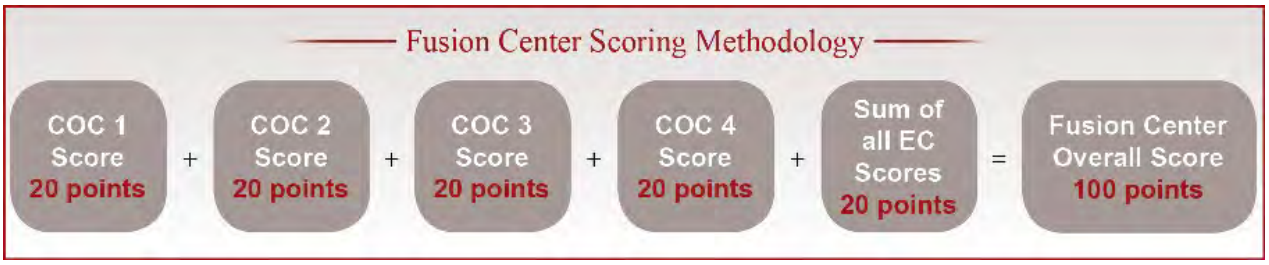
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Washington Regional Threat and Analysis Center

Demographic Information

Overall Score: **76.0**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2008

Mission: Counterterrorism, All-Crimes, All-Hazards

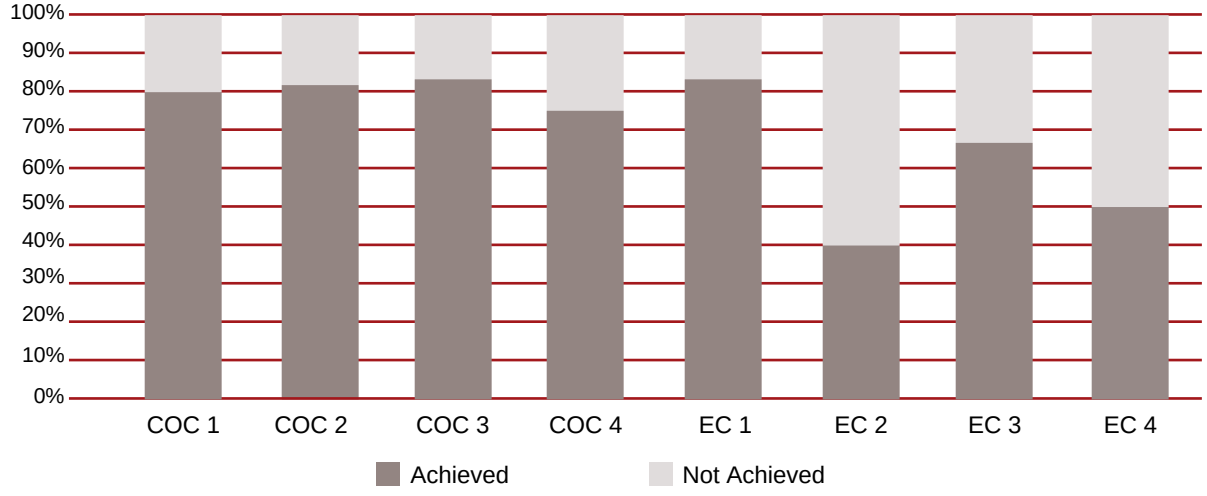
Staffing Levels:
- Full-time: 8
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	9	16.4	81.8%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	6	15.0	75.0%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	2	2.0	40.0%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	3	2.5	50.0%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Washington Regional Threat and Analysis Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	No

COC 2: Analyze

COC Score: 16.4
Percentage: 81.8%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Washington Regional Threat and Analysis Center has achieved 9 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	9	20.0	16.4	81.8%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	No
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	No
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

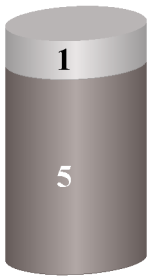
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Washington Regional Threat and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

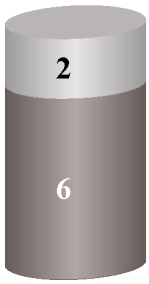
COC Score: 15.0

Percentage: 75%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Washington Regional Threat and Analysis Center has achieved 6 of these attributes.**

Number of Attributes Achieved



Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	6	20.0	15.0	75.0%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	No
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	No
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

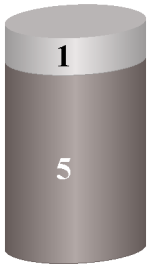
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Washington Regional Threat and Analysis Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 2.0
Percentage: 40%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Washington Regional Threat and Analysis Center has achieved 2 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	2	5.0	2.0	40.0%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	No
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	No

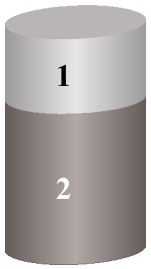
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Washington Regional Threat and Analysis Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

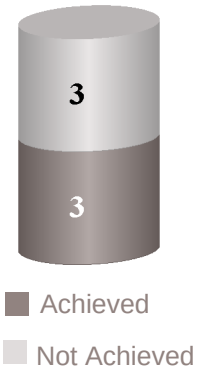
EC 4: Security

COC Score: 2.5
Percentage: 50%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Washington Regional Threat and Analysis Center has achieved 3 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	3	5.0	2.5	50.0%

Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	No
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	No

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	4	16.0	80.0%
COC 2: Analyze	11	11	20.0	100%	9	16.4	81.8%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
COC 4: Gather	8	6	15.0	75.0%	6	15.0	75.0%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	1	1.0	20.0%	2	2.0	40.0%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
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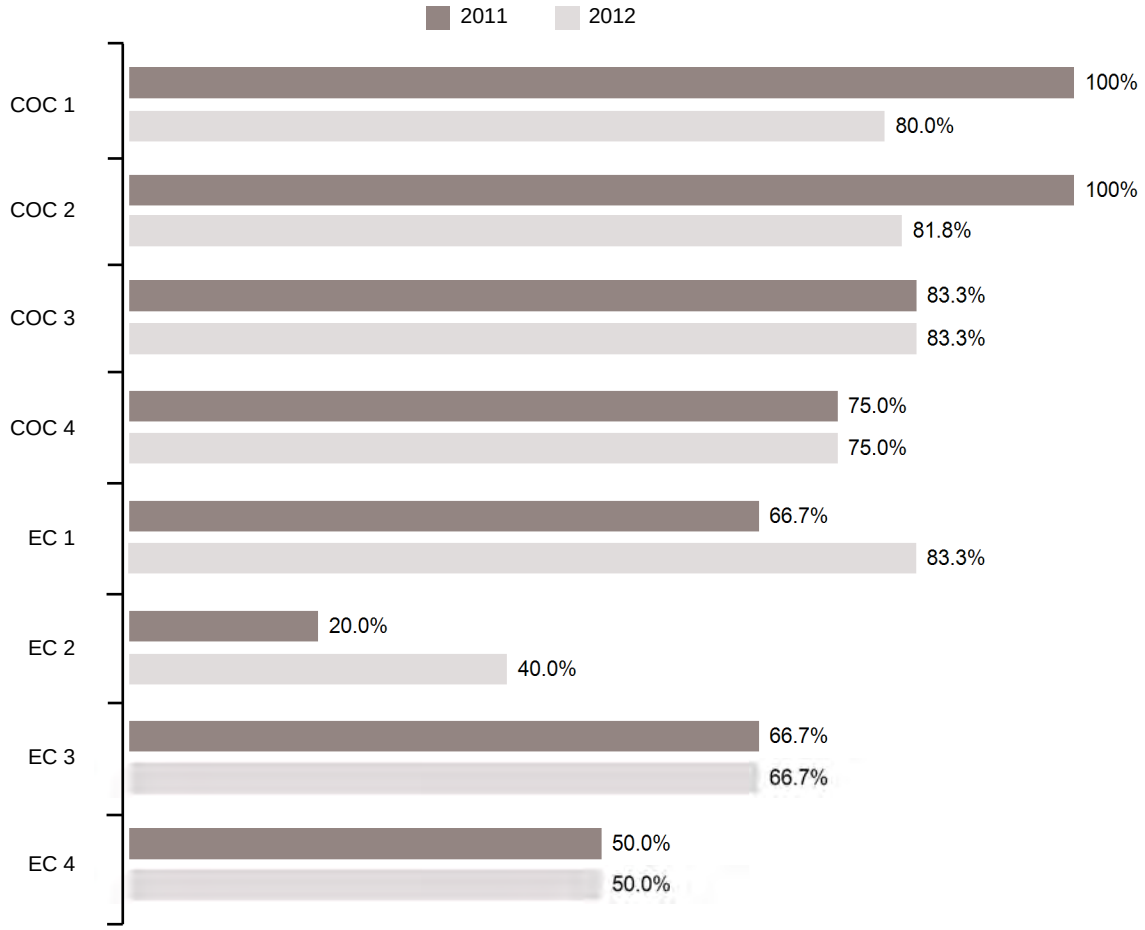
Achievement of Capability Attributes



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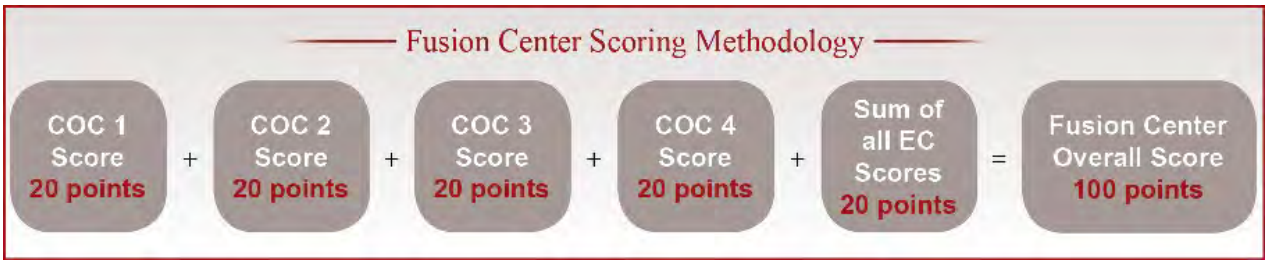
This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Washington State Fusion Center

Demographic Information

Overall Score: **94.2**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2009

Mission: Counterterrorism, All-Crimes, All-Hazards

Staffing Levels:
- Full-time: 22
- Part-time: 2

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	11	20.0	100%	17.4	87.2%
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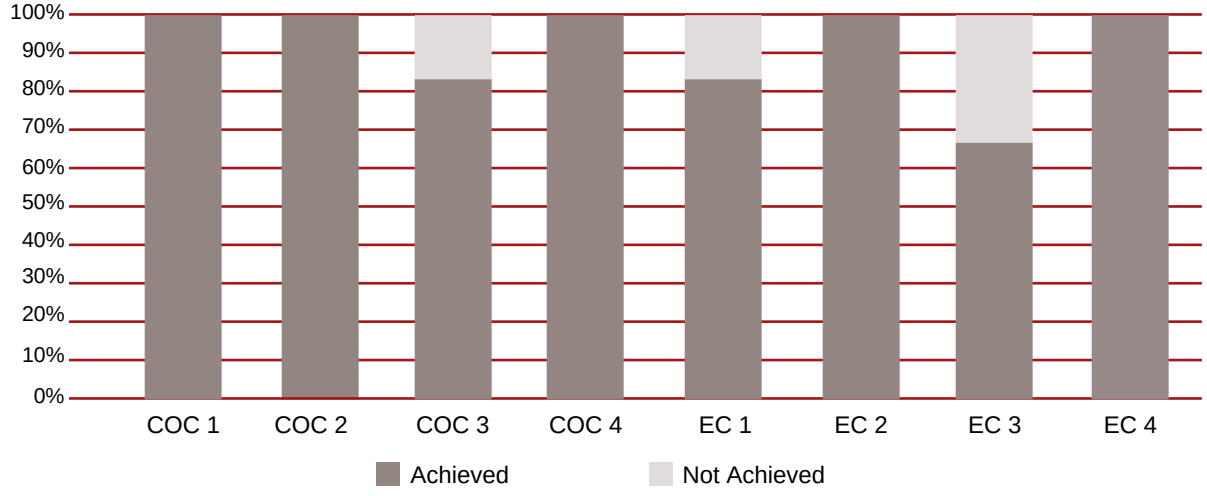
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	2	3.3	66.7%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Washington State Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

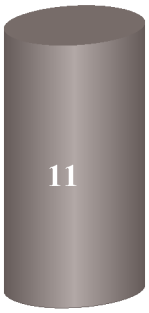
COC 2: Analyze

COC Score: 20.0
Percentage: 100%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Washington State Fusion Center has achieved 11 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	11	20.0	20.0	100%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

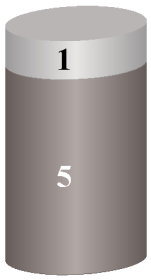
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Washington State Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Washington State Fusion Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

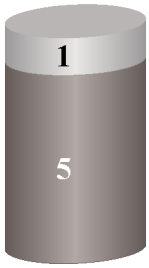
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Washington State Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Washington State Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

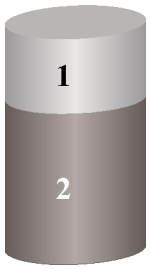
EC 3: Communications and Outreach

COC Score: 3.3
Percentage: 66.7%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Washington State Fusion Center has achieved 2 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	2	5.0	3.3	66.7%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Washington State Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

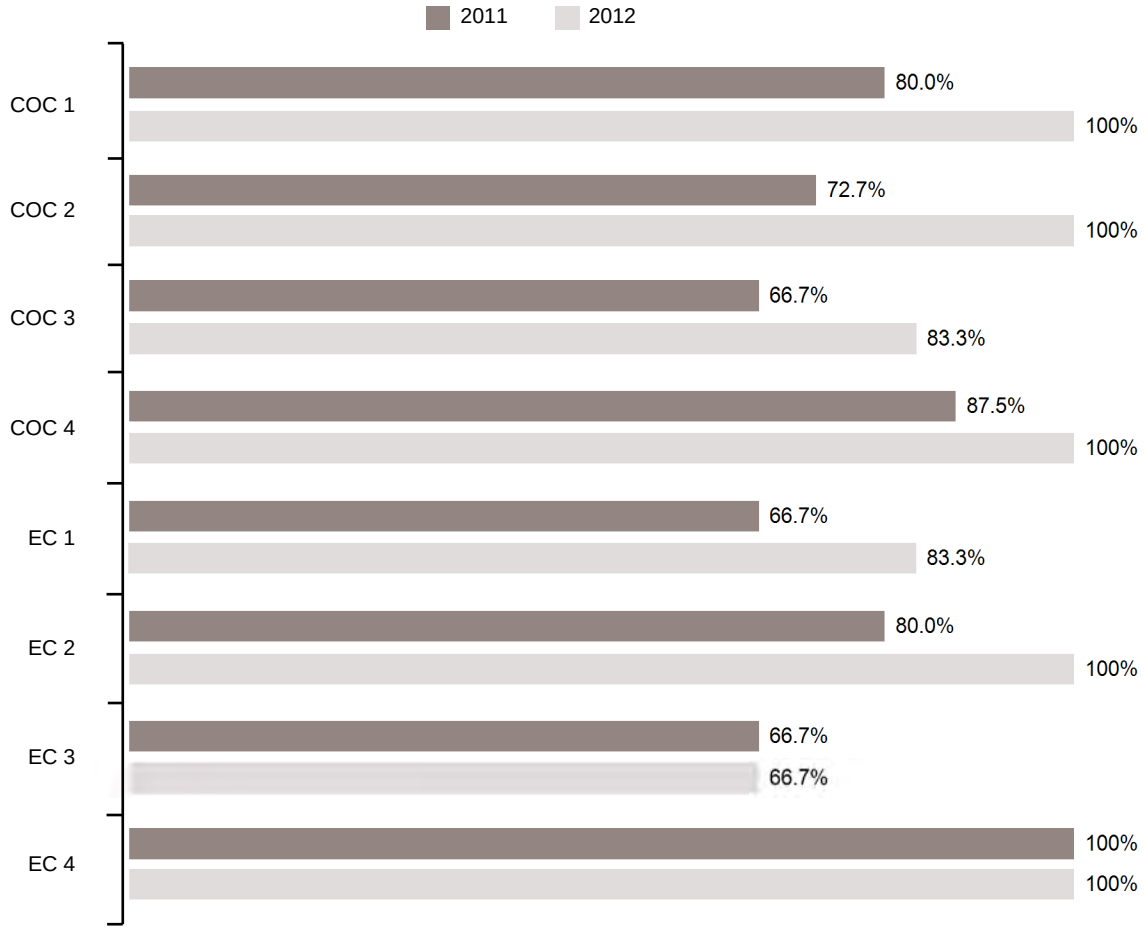
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	5	20.0	100%
COC 2: Analyze	11	8	14.5	72.7%	11	20.0	100%
COC 3: Disseminate	6	4	13.3	66.7%	5	16.7	83.3%
COC 4: Gather	8	7	17.5	87.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	4	3.3	66.7%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	2	3.3	66.7%	2	3.3	66.7%
EC 4: Security	6	6	5.0	100%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

Wisconsin Statewide Information Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

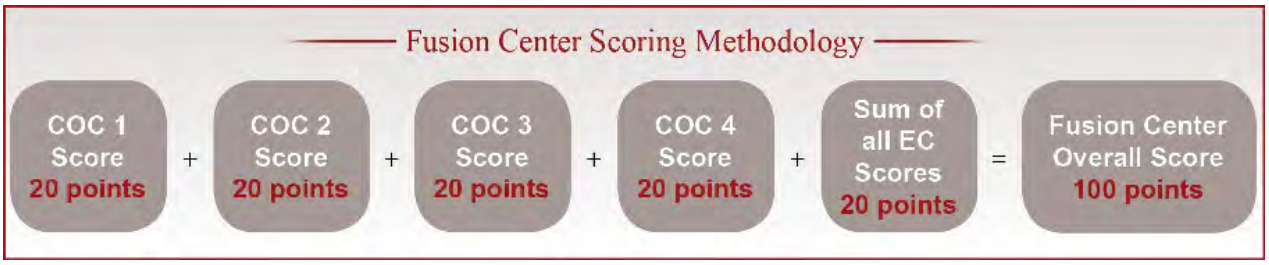
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



Wisconsin Statewide Information Center

Demographic Information

Overall Score: **94.0**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2006

Mission: Counterterrorism, All-Crimes, All-Hazards

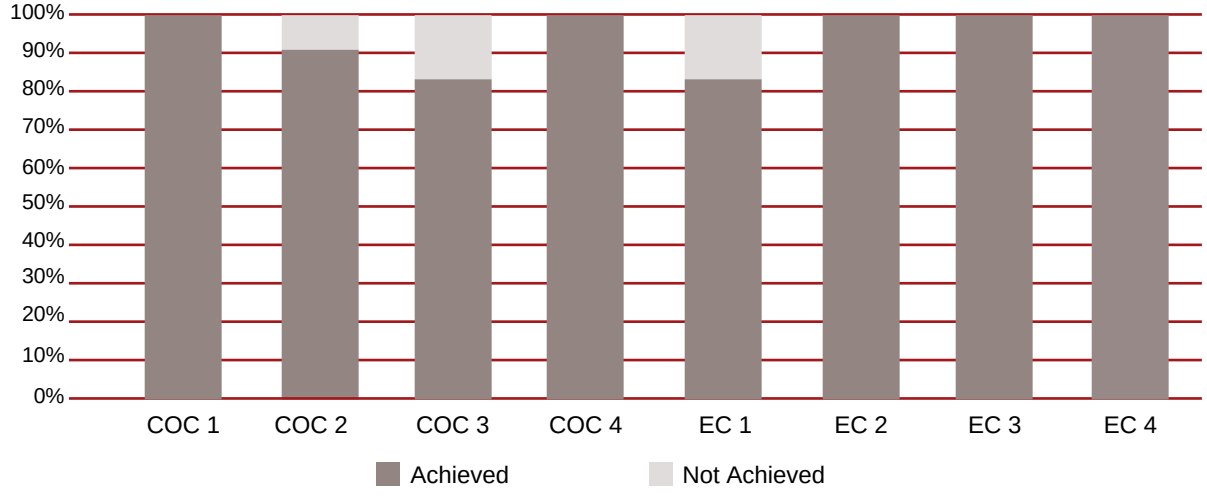
Staffing Levels:
- Full-time: 20
- Part-time: 0

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	5	20.0	100%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	5	16.7	83.3%	16.8	84.0%
COC 4: Gather	8	8	20.0	100%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	3	5.0	100%	4.1	81.8%
EC 4: Security	6	6	5.0	100%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 20.0
Percentage: 100%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The Wisconsin Statewide Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	20.0	20.0	100%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	Yes
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The Wisconsin Statewide Information Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	Yes
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	No
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

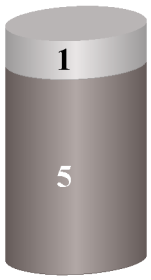
COC 3: Disseminate

COC Score: 16.7
Percentage: 83.3%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The Wisconsin Statewide Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	20.0	16.7	83.3%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	Yes
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	Yes
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	No

COC 4: Gather

COC Score: 20.0

Percentage: 100%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The Wisconsin Statewide Information Center has achieved 8 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	8	20.0	20.0	100%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	Yes
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

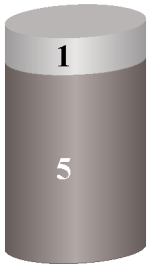
EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 4.2
Percentage: 83.3%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The Wisconsin Statewide Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	No

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The Wisconsin Statewide Information Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

EC 3: Communications and Outreach

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The Wisconsin Statewide Information Center has achieved 3 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	3	5.0	5.0	100%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	Yes
3. Fusion center has developed and implemented a process for capturing success stories	Yes

EC 4: Security

COC Score: **5.0**
Percentage: **100%**

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The Wisconsin Statewide Information Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

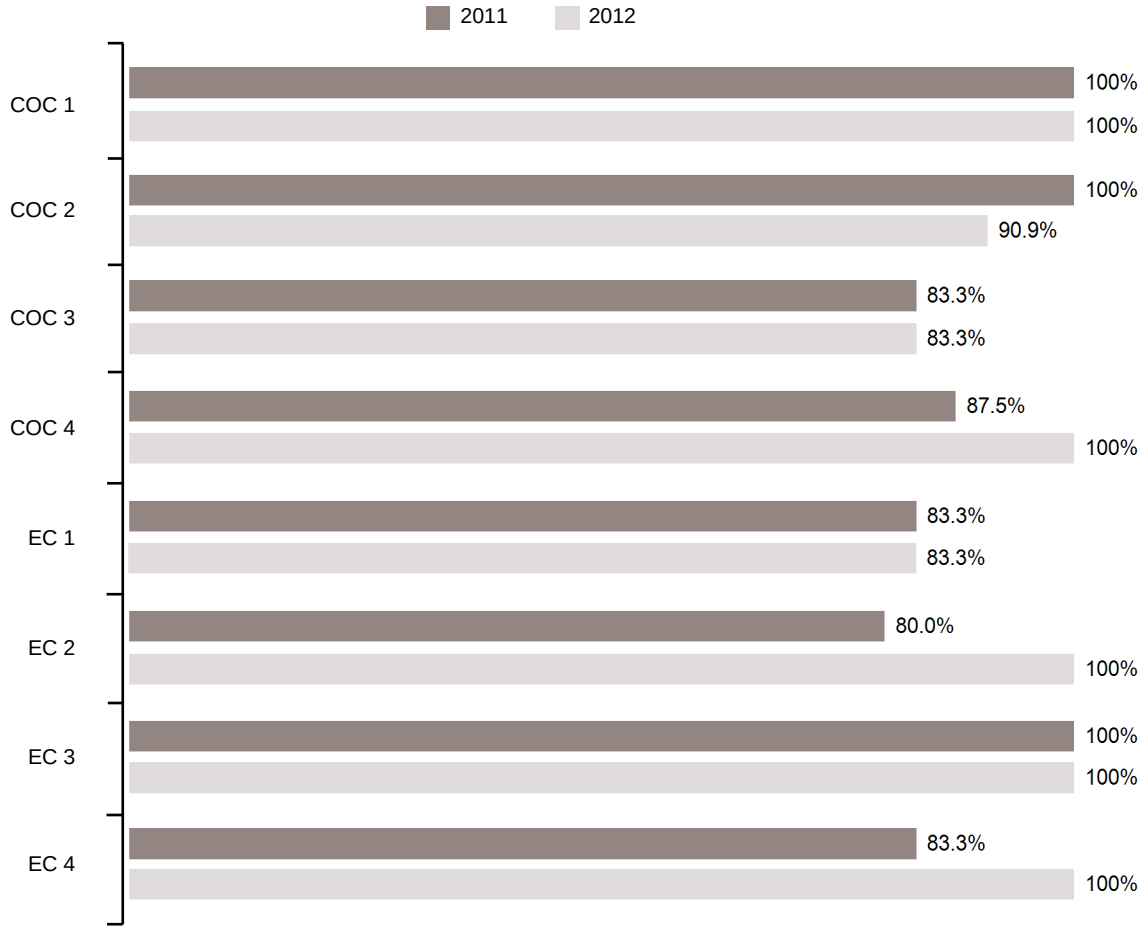
Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	Yes
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	11	20.0	100%	10	18.2	90.9%
COC 3: Disseminate	6	5	16.7	83.3%	5	16.7	83.3%
COC 4: Gather	8	7	17.5	87.5%	8	20.0	100%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	5	4.2	83.3%
EC 2: Sustainment Strategy	5	4	4.0	80.0%	5	5.0	100%
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	5	4.2	83.3%	6	5.0	100%

Achievement of Capability Attributes



2012 Fusion Center Assessment Individual Report

West Virginia Intelligence Fusion Center

November 2012

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners and the National Network of Fusion Centers (National Network), conducted the 2012 Fusion Center Assessment (2012 Assessment) to demonstrate the value of the National Network in protecting and securing the homeland. Fusion centers are analytic hubs responsible for applying a local context to the national threat picture to support prevention and protection activities at the federal, state, and local levels. This assessment is a critical element of a broader Fusion Center Performance Program that measures the capability and performance of the National Network. The 2012 Assessment evaluates the maturity of fusion center capabilities, which will allow state and local leaders to identify areas to strengthen capabilities and to support investment requests. Assessment data will also allow the Federal Government to better target support to help fusion centers mitigate capability gaps and maintain those capabilities already in place.

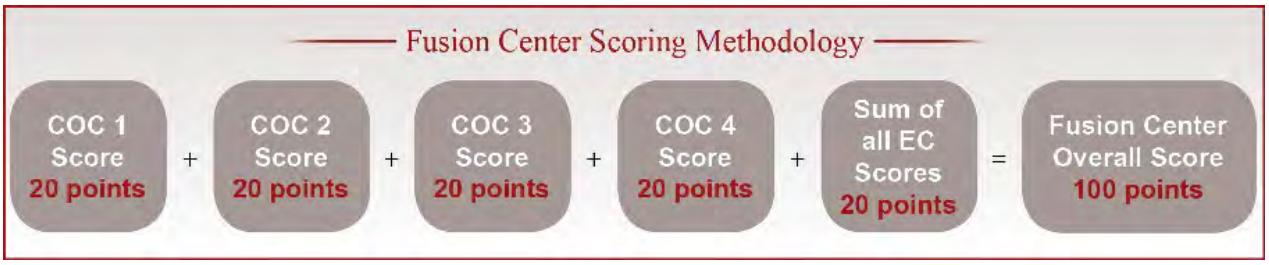
In evaluating the National Network, the 2012 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy, Civil Rights, and Civil Liberties Protections, Sustainment Strategy, Communications and Outreach, and Security), which strengthen the fusion process.

Scope and Methodology

The scope of the 2012 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2011 to July 31, 2012. Any changes made after July 31, 2012 are not reflected in the 2012 Assessment. Individual fusion center reports detail the result of each fusion center independently, providing fusion center directors with the information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine individual fusion centers' progress in implementing the COCs and ECs, fusion center directors responded to an online questionnaire. DHS and its federal partners validated this data by conducting thorough reviews of the submissions to ensure consistency and minimize data discrepancies. Following these reviews, DHS conducted structured interviews with fusion center directors to address identified issues. DHS analyzed this validated assessment data to evaluate fusion center progress towards achievement of the COCs and ECs.

This report reflects fusion center scores for each COC and EC, as well as an overall score. The highest possible score a fusion center can receive is 100 points. As seen in the graphic below, the overall score is computed by adding all COC and EC scores. All four ECs combined equal the weight of one COC.



West Virginia Intelligence Fusion Center

Demographic Information

Overall Score: **80.8**

National Network Average: **88.2**

RAC Category: Primary

Year Fusion Center Established: 2008

Mission: Counterterrorism, All-Crimes, All-Hazards

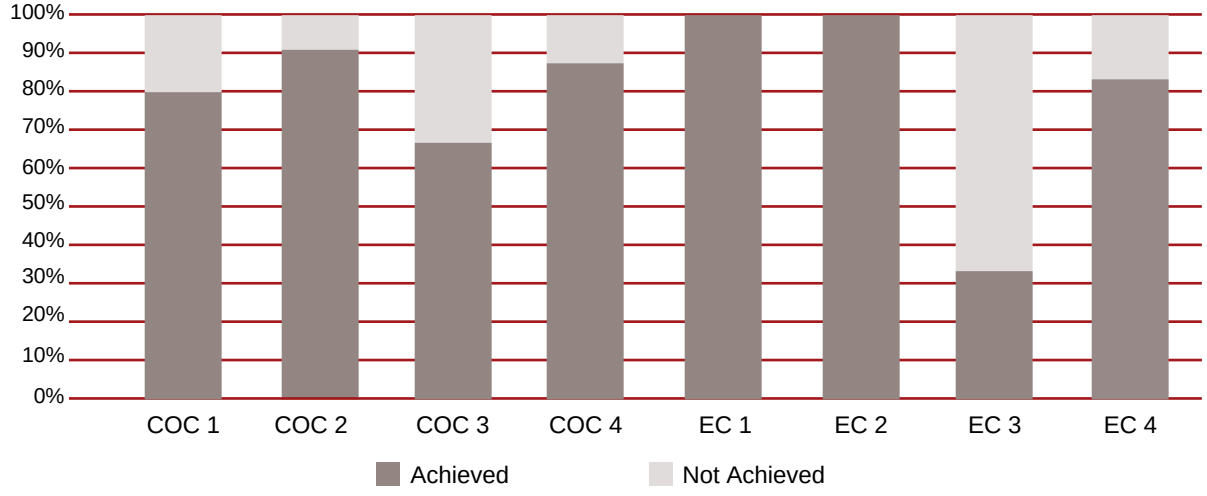
Staffing Levels:
- Full-time: 11
- Part-time: 1

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center Achieved	Fusion Center Score	Fusion Center Percent	National Network Average	National Network Percent
COC 1: Receive	5	4	16.0	80.0%	18.6	93.0%
COC 2: Analyze	11	10	18.2	90.9%	17.4	87.2%
COC 3: Disseminate	6	4	13.3	66.7%	16.8	84.0%
COC 4: Gather	8	7	17.5	87.5%	18.1	90.3%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.4	89.0%
EC 2: Sustainment Strategy	5	5	5.0	100%	4.3	86.2%
EC 3: Communications	3	1	1.7	33.3%	4.1	81.8%
EC 4: Security	6	5	4.2	83.3%	4.4	88.3%

Note: Each COC is out of 20 points and each EC is out of 5 points.

Achievement of Capability Attributes



COC 1: Receive

COC Score: 16.0
Percentage: 80%

Definition: The ability to receive classified and unclassified information from federal partners

A critical step in the fusion process is the receipt of federal information (both unclassified and classified) that alerts state, local, tribal, and territorial (SLTT) customers to threats relevant to their jurisdiction and/or region. Fusion centers receive classified and unclassified information directly from federal agencies through federal systems and portals established to support information sharing activities across the nation. Through the implementation of well-defined processes for receiving federal information, fusion centers can support law enforcement and homeland security partners in taking focused actions in response to threats. **COC 1 is comprised of 5 attributes, worth 4 points each. The West Virginia Intelligence Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	4	20.0	16.0	80.0%

Achievement of the Attributes for COC 1

	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) alerts	No
3.	Fusion center personnel with a need to access classified information are cleared to at least the Secret level	Yes
4.	Fusion center has access to sensitive but unclassified information systems	Yes
5.	Fusion center has access to the Homeland Secure Data Network (HSDN) and/or the Federal Bureau of Investigation Network (FBINet) (i.e. within fusion center or on-site)	Yes

COC 2: Analyze

COC Score: 18.2
Percentage: 90.9%

Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information and, through analysis, to develop timely and actionable intelligence products for their customers. Comprehensive analysis protocols and processes also enable fusion centers to optimize risk reduction efforts. During this step of the fusion process, fusion centers analyze information to identify threats, vulnerabilities, and/or consequences and to provide local context to the national threat picture. **COC 2 has 11 attributes, each worth 1.82 points. The West Virginia Intelligence Fusion Center has achieved 10 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	10	20.0	18.2	90.9%

Achievement of the Attributes for COC 2

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs for assessing the local implications of time-sensitive and emerging threat information	Yes
2.	Fusion center has a documented analytic production plan	No
3.	Fusion center has access to multidisciplinary subject-matter experts (SMEs) within its area of responsibility (AOR) to inform analytic production	Yes
4.	Fusion center has access to multidisciplinary SMEs outside of its AOR to inform analytic production	Yes
5.	Fusion center has a process to provide DHS with information and/or intelligence that offers a local context to threat information in the event of an NTAS-related alert	Yes
6.	Fusion center conducts threat assessments within its AOR	Yes
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	Yes
8.	Fusion center contributes to national-level risk assessments	Yes
9.	Fusion center has a structured customer feedback mechanism for some or all of its analytic products	Yes
10.	Fusion center evaluates the effectiveness of the customer feedback mechanism for analytic products on an annual basis	Yes
11.	All fusion center analysts have received at least 20 hours of issue-specific training in the past 12 months	Yes

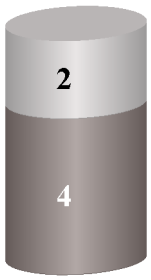
COC 3: Disseminate

COC Score: 13.3
Percentage: 66.7%

Definition: The ability to further disseminate threat information to other state, local, tribal, and territorial entities within their jurisdictions

Fusion centers provide actionable, locally-informed intelligence products to law enforcement and homeland security customers. The nature of homeland security demands that SLTT and private sector customers fully understand those threats that affect their environment so they may take informed actions to support their prevention, protection, or response activities. Implementation of a well-defined dissemination process enables fusion centers to provide information in an organized, targeted, and timely manner. **COC 3 has 6 attributes, each worth 3.33 points. The West Virginia Intelligence Fusion Center has achieved 4 of these attributes.**

Number of Attributes Achieved



Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	4	20.0	13.3	66.7%

Achievement of the Attributes for COC 3

	Attributes	Capability
1.	Fusion center has approved plans, policies, or SOPs governing the procedures and communication mechanisms for the timely dissemination of products to customers within its AOR	Yes
2.	Fusion center has a dissemination matrix	No
3.	Fusion center has a primary sensitive but unclassified mechanism to disseminate time-sensitive information and products to its customers and partners	Yes
4.	Fusion center has a plan, policy, or SOP for disseminating NTAS alerts to stakeholders within its AOR	No
5.	Fusion center has a mechanism to disseminate NTAS alerts	Yes
6.	Fusion center has a process for verifying the delivery of products to intended customers	Yes

COC 4: Gather

COC Score: 17.5

Percentage: 87.5%

Definition: The ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners, as appropriate

Fusion centers gather information, including tips, leads, and suspicious activity reporting (SAR), from local agencies and the public. Well-defined processes for gathering information based on fusion centers' specific information needs enable fusion centers to capture relevant and accurate information. The ability to gather locally-generated information that can enhance or provide context for federally-generated threat information places fusion centers in an indispensable position for identifying and mitigating potential threats. **There are 8 attributes in COC 4, each worth 2.5 points. The West Virginia Intelligence Fusion Center has achieved 7 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
8	7	20.0	17.5	87.5%

Achievement of the Attributes for COC 4

	Attributes	Capability
1.	Fusion center is Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)-compliant OR has an approved plan, policy, or SOP governing the gathering of locally-generated information	Yes
2.	Fusion center has a documented tips and leads process	Yes
3.	Fusion center has a process for identifying and managing information needs	Yes
4.	Fusion center has a process for managing the gathering of locally-generated information to satisfy the fusion center's information needs	Yes
5.	Fusion center has approved standing information needs (SINs)	Yes
6.	Fusion center has an annual process to review and refresh its SINs	No
7.	Fusion center has a request for information (RFI) management process	Yes
8.	Fusion center has a process to inform DHS of protective measures implemented within its AOR in response to an NTAS alert	Yes

EC 1: Privacy, Civil Rights, and Civil Liberties Protections

COC Score: 5.0
Percentage: 100%

Definition: The ability and commitment to safeguard the privacy, civil rights, and civil liberties of all Americans

For fusion centers to successfully engage in information sharing, they must share information in a manner that protects the rights of citizens. Fusion centers implement privacy, civil rights, and civil liberties (P/CRCL) protections to protect constitutional rights and to ensure that fusion centers address ethical and legal obligations. **EC 1 is comprised of 6 attributes, worth .83 points each. The West Virginia Intelligence Fusion Center has achieved 6 of these attributes.**

Number of Attributes Achieved

Achieved
Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	6	5.0	5.0	100%

Achievement of the Attributes for EC 1

	Attributes	Capability
1.	Fusion center has a P/CRCL policy determined by DHS to be at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines	Yes
2.	Fusion center provides formal and standardized training to all personnel on the fusion center's P/CRCL policy and protections annually	Yes
3.	Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 Code of Federal Regulations (CFR) Part 23 when appropriate	Yes
4.	Fusion center trains all personnel who access criminal intelligence systems in 28 CFR Part 23	Yes
5.	Fusion center has identified a P/CRCL officer	Yes
6.	Fusion center has a P/CRCL outreach plan	Yes

EC 2: Sustainment Strategy

COC Score: 5.0
Percentage: 100%

Definition: The ability to establish and execute a sustainment strategy to ensure the long-term growth and maturity of the National Network

To ensure the long-term growth and maturation of the National Network of Fusion Centers, fusion centers must develop and execute strategies aimed at ensuring their long-term sustainment and reflecting the return on the investment of resources. By implementing strategies, fusion centers can more efficiently and effectively apply resources to achieve and maintain critical and enabling capabilities and perform core missions. **EC 2 has 5 attributes, worth 1 point each. The West Virginia Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

Achieved

Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	5	5.0	5.0	100%

Achievement of the Attributes for EC 2

Attributes	Capability
1. Fusion center has an approved strategic plan	Yes
2. Fusion center conducts an annual financial audit	Yes
3. Fusion center completes an annual operational cost assessment	Yes
4. Fusion center participates in an exercise at least once a year	Yes
5. Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	Yes

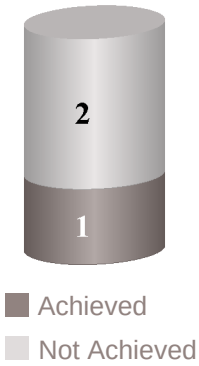
EC 3: Communications and Outreach

COC Score: 1.7
Percentage: 33.3%

Definition: The ability to develop and execute a communications and outreach plan

By establishing and enhancing collaborative relationships with fusion center stakeholders, fusion centers can expand their customer base and enhance information flow with these partners. Successful communications and outreach activities enable fusion centers to engage law enforcement, as well as multidisciplinary partners, in the fusion process. **The 3 attributes of EC 3 are worth 1.67 points each. The West Virginia Intelligence Fusion Center has achieved 1 of these attributes.**

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
3	1	5.0	1.7	33.3%

Achievement of the Attributes for EC 3

Attributes	Capability
1. Fusion center has a designated Public Information Officer or Public Affairs Officer	Yes
2. Fusion center has an approved communications plan	No
3. Fusion center has developed and implemented a process for capturing success stories	No

EC 4: Security

COC Score: 4.2
Percentage: 83.3%

Definition: The ability to protect the security of the fusion center's facility, information, systems, and personnel

To conduct the fusion process, fusion centers must develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. This enables the fusion center to collect, store, and share classified and unclassified information to address homeland security and law enforcement issues. **EC 4 has 6 attributes worth 0.83 points each. The West Virginia Intelligence Fusion Center has achieved 5 of these attributes.**

Number of Attributes Achieved

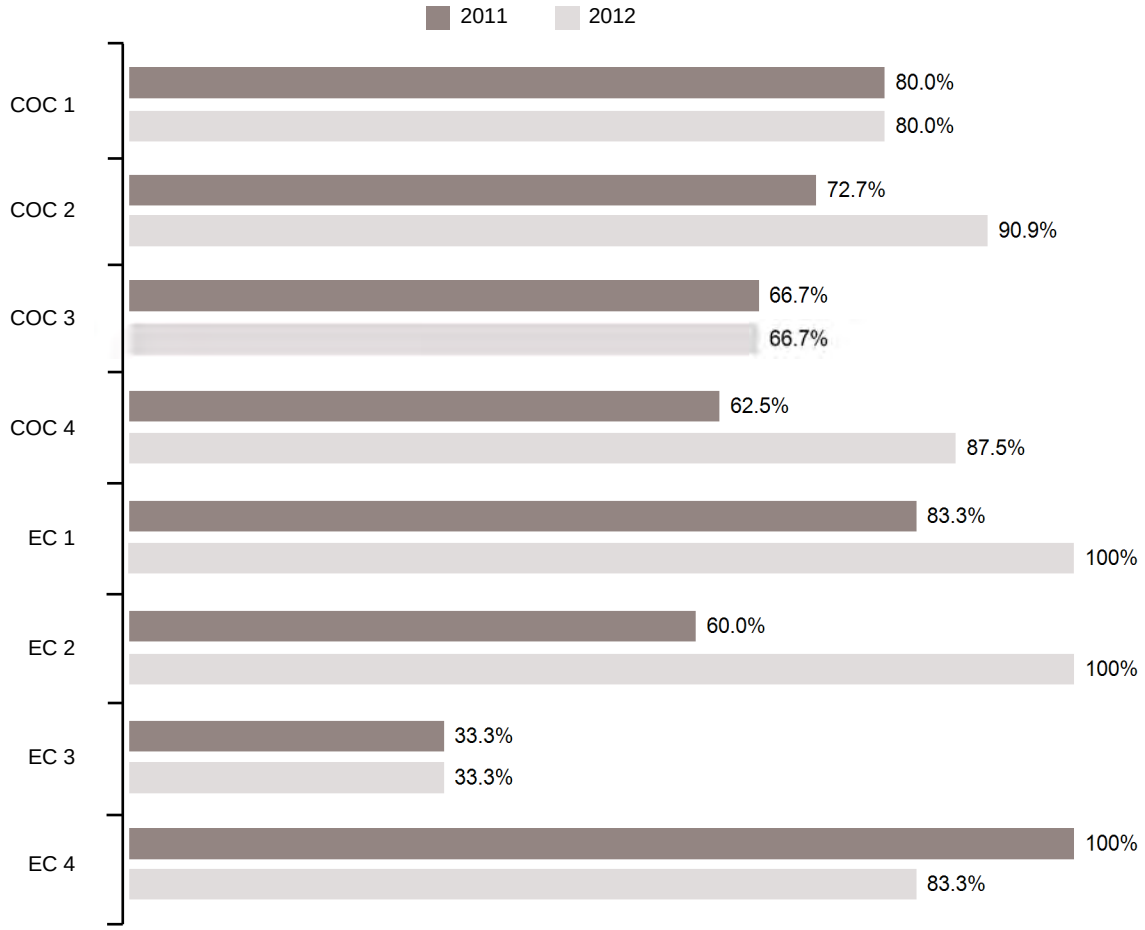
Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	5	5.0	4.2	83.3%

Achievement of the Attributes for EC 4

	Attributes	Capability
1.	Fusion center has an approved security plan, policy, or SOP that addresses physical, personnel, and information security	Yes
2.	Fusion center trains all personnel on the fusion center's security plan annually	Yes
3.	Fusion center has identified a Security Liaison	Yes
4.	Fusion center's Security Liaison (or other organization's Security Liaison) completes annual security training	No
5.	Fusion center has access to the Central Verification System (CVS)	Yes
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	Yes

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	2011 Achieved	2011 Score	2011 Percent	2012 Achieved	2012 Score	2012 Percent
COC 1: Receive	5	4	16.0	80.0%	4	16.0	80.0%
COC 2: Analyze	11	8	14.5	72.7%	10	18.2	90.9%
COC 3: Disseminate	6	4	13.3	66.7%	4	13.3	66.7%
COC 4: Gather	8	5	12.5	62.5%	7	17.5	87.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	5	4.2	83.3%	6	5.0	100%
EC 2: Sustainment Strategy	5	3	3.0	60.0%	5	5.0	100%
EC 3: Communications	3	1	1.7	33.3%	1	1.7	33.3%
EC 4: Security	6	6	5.0	100%	5	4.2	83.3%

Achievement of Capability Attributes