



**BJA**  
Bureau of Justice Assistance  
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DHS/DOJ

# Fusion Process



Technical  
Assistance  
Program  
and Services



**8**th Edition  
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**Highlight**

## Agency Partnerships Overview

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

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

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

[www.ncirc.gov](http://www.ncirc.gov)

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**DHS/DOJ**

# **Fusion Process**



**Technical  
Assistance  
Program and  
Services**



# DHS/DOJ Fusion Process Technical Assistance Program and Services



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

To assist in the development of this capability, the U.S. Department of Homeland Security (DHS) and the U.S. Department of Justice (DOJ) partnered in 2007 to offer a series of fusion center technical assistance services. These services have been developed based on the input and guidance from the DHS Office of Intelligence and Analysis (I&A); the Office of the Director of National Intelligence (ODNI); the Office of the Program Manager, Information Sharing Environment (PM-ISE); the Federal Bureau of Investigation (FBI); and experts from the state and local community—including the Global Justice Information Sharing Initiative (Global) and the Criminal

Intelligence Coordinating Council (CICC)—and will be delivered by subject-matter experts with experience in the development and operation of fusion centers. The following services support the implementation of the *Fusion Center Guidelines*, the *Information Sharing Environment (ISE) Implementation Plan*, and the *Baseline Capabilities for State and Major Urban Area Fusion Centers* to facilitate the nationwide development and/or enhancement of the fusion process.

## Technical Assistance Services

Each of the technical assistance services detailed in this catalog provides:

- ◆ **Facilitated discussion** with fusion centers and partner agencies (if applicable)
- ◆ **Experienced subject-matter experts** to share lessons learned and professional anecdotes to help inform the discussion and decision-making process
- ◆ **Follow-up consultation** and support, as needed

The technical assistance service modules are designed to provide flexible assistance; each delivery is tailored to meet the specific needs of the requesting fusion center.

## Fusion Center Services

- ◆ **Fusion Process Development Services:** Provide assistance to states and urban areas in the early stages of fusion center development, as well as to more mature centers seeking to review, refine, and enhance their operations. A series of three services is offered, focusing on Concept of Operations Development, Governance Structure and Authority, and/or Fusion Process Orientation.
- ◆ **Fusion Center Technology Technical Assistance:** Provides nationwide technology assistance to support effective fusion center implementation, including knowledge and advice pertaining to available technology, best practices, and general support for the implementation of cutting-edge technologies to enable fusion center operations.
- ◆ **Fusion Center Security:** Facilitates support to effectively achieve and implement security-related baseline capabilities, ensuring that security plans and policies are coordinated with privacy policies and that fusion center personnel are aware of and trained on the security plans and policies.
- ◆ **Fusion Liaison Officer (FLO) Program:** Supports the development and institutionalization of multidisciplinary fusion center participation via the replication of the Fusion Liaison Officer (FLO) Program. Advanced support institutionalizes the foundational plans and policies developed during the FLO Program Development technical assistance service.

- ◆ **Fusion Center and Fire Service Information Sharing and Coordination:** Provides support for jurisdictions as they consider coordination with and/or integration of the fire service into existing information sharing initiatives and assists fire service personnel to engage in existing fusion center information sharing processes.
- ◆ **Fusion Center and Emergency Operations Center (EOC) Information Sharing and Coordination:** Provides support for jurisdictions as they consider coordination with and/or integration of EOC functions into existing information sharing initiatives and assists emergency management personnel with existing fusion center information sharing processes.
- ◆ **Fusion Center Communications and Outreach:** Provides support for fusion centers to communicate effectively with a unified voice, build advocates at all levels of government, and inform internal and external stakeholders of their mission, vision, and value and assists fusion centers with designing, developing, and implementing a Communications Plan.
- ◆ **Fusion Center and Health Security Information Sharing and Coordination:** Provides support for jurisdictions as they consider coordination with and/or integration of public health and health care partners into existing information sharing initiatives and assists public health and health care partner personnel with existing fusion center information sharing processes.
- ◆ **Fusion Center and Critical Infrastructure and Key Resources (CIKR) Protection Information Sharing and Coordination:** Provides support to a fusion center as it considers coordination with and/or integration of CIKR protection and information sharing efforts. Current state and local CIKR protection efforts will be assisted with identifying how to engage in existing fusion center information sharing processes.
- ◆ **Fusion Center Exchange Program:** Provides subject-matter expertise in facilitating the exchange of best practices and lessons learned between fusion centers across the country and assists in the development of a national network of fusion centers.
- ◆ **Suspicious Activity Reporting Technical Assistance:** Assists fusion center personnel with enhancing their fusion center's suspicious activity reporting (SAR) process, including reviewing the analysis process; providing outreach and awareness briefings to fusion center leadership, governance boards, and stakeholders; and supporting liaison officer programs to expand the SAR process to key fusion center partners.

## Information Sharing and Intelligence Services

- ◆ **Privacy Training and Technical Assistance:** Provides an overview to law enforcement agencies on enhancing information sharing by examining the federal guideline (28 CFR Part 23) governing the operation of federally funded criminal intelligence systems, presenting effective information sharing tools, and addressing the importance of privacy and civil liberties within these areas.
- ◆ **State and Local Anti-Terrorism Training (SLATT®):** Provides specialized awareness orientation regarding terrorism interdiction, investigation, and prevention for law enforcement executives, command personnel, intelligence officers, investigators, analytical personnel, training directors, and prosecutors.
- ◆ **National Information Exchange Model (NIEM) Training:** Provides information regarding the development and implementation of NIEM.
- ◆ **Intelligence Commanders Program:** Provides essential principles associated with establishing and/or operating an intelligence unit for executives, commanders, and supervisors responsible for overseeing daily criminal intelligence operations. In addition, this program is designed to provide a component specifically for executives.
- ◆ **MindLeap™ Critical Thinking Technical Assistance Seminar:** Provides specialized instruction on how to think critically and provides individuals with a structured, disciplined approach to causal analyses and evidence-based problem solving. The content is based on the integration of several disciplines, such as strategic studies, international security, social science, and strategic and tactical intelligence analysis.

# Fusion Process Development Services



The Fusion Process Development Services consist of a series of comprehensive, strategic facilitated workshops that may assist fusion centers with formalizing the fusion process, implementing best practices, and expanding capabilities and program operations. The technical assistance service module is designed to be tailored to deliver any or all of the following specific services:

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

## Service Module

- ◆ Fusion Center CONOPS Development: Facilitates the development of a strategic CONOPS or the review of an existing CONOPS by providing subject-matter expertise, templates, and samples to assist in the development process. This service will assist with:
  - Formalization, integration, and institutionalization of partners, capabilities, requirements, and operations within the fusion center.
  - Development of a multi-fusion center statewide or regional CONOPS to support statewide or regional information sharing efforts.
- ◆ Fusion Center Governance Structure and Authority: Facilitates the strategic planning for and development of a comprehensive fusion center governance structure, including legal foundation (statutory authority, executive order, charter/bylaws, and formal partnership agreements) and executive steering committee or subcommittee structure and authorities.

- ◆ **Fusion Process Orientation:** Provides an orientation program for fusion center leaders and operational agencies that explains the mission of fusion centers or facilitates the development of a strategic plan to enhance existing fusion centers.

## Target Audience

This service is designed to assist fusion centers seeking to review, refine, and enhance their operations. This service can also assist fusion centers in the early stages of development.

## Associated Fusion Center Guidelines

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

## Associated Baseline Capabilities

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

# Fusion Center Technology Technical Assistance



The Fusion Center Technology Technical Assistance service equips appropriate fusion center staff with knowledge of cutting-edge technologies and provides advice on available technology and general support of center operations.

## Technical Assistance Service Module

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

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

## Target Audience

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

## **Associated Fusion Center Guidelines**

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

## **Associated Baseline Capability**

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

# Fusion Center Security



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

## Service Module

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

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

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

## Target Audience

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

## Associated Fusion Center Guidelines

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

## Associated Baseline Capability

### II.C. Security

# Fusion Liaison Officer (FLO) Program



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

By establishing a network of FLOs, fusion centers ensure that vital disciplines participate in the fusion process and serve as the conduit through which information flows to the fusion center for assessment and analysis. The FLO network also serves as the vehicle to carry actionable intelligence from the national level and the fusion center to field personnel.

## Service Module

Fusion centers can receive tailored support multiple times throughout the development and growth of their FLO Program. Workshops include one- to two-day working sessions that are designed to be scalable, based on the specific needs of the fusion center. The program is designed to provide modular support from basic program inception through intermediate and advanced service development.

### Basic Development

- ◆ Program Overview, Benefits, and Development
- ◆ Educate Executives Interested in a FLO Program
- ◆ Beginning to Develop a FLO Program
- ◆ FLO Concept of Operations and Process Development
- ◆ Program Capabilities/Programmatic Support

### Intermediate and Advanced Follow-On Programmatic Support

- ◆ Concept of Operations (CONOPS) and Other Document Review
- ◆ Operational Planning
- ◆ Refining an Existing Program
- ◆ Expanding Capabilities
- ◆ Training Development

The *Establishing a Fusion Liaison Officer Program: A Guidebook and Workbook of Planning and Development Considerations* (Guidebook) serves as background and planning material and should be reviewed prior to any workshop delivery. The topic areas covered in the Guidebook provide a solid foundation for program development and additional considerations for more mature program development. Subject-matter experts are an integral part of the workshop to provide lessons learned and professional anecdotes to help inform the discussion and decision-making process. Additional follow-up consultation can be provided to the fusion center as needed.

## Target Audience

This service is designed to assist fusion centers at any stage of development, implementation, or operation of a FLO Program. Attendees should be empowered and equipped to discuss and make decisions on program elements. Possible participants may include:

- ◆ Fusion Center Commanders and Supervisors
- ◆ Proposed or Current FLO Coordinators
- ◆ Executives from Participating Agencies
- ◆ FLO Steering Committee Members
- ◆ Fusion Center Executive Management Board Members

## Associated Fusion Center Guidelines

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

## Associated Baseline Capabilities

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

# Fusion Center and Fire Service Information Sharing and Coordination



The Fusion Center and Fire Service Information Sharing and Coordination technical assistance service provides a facilitated workshop designed to support discussion between fire service personnel and their respective fusion center. The objective of this workshop is to provide support for fusion centers as they consider coordination with and/or integration of the fire service and emergency medical service into existing fusion center information sharing initiatives. The workshop also assists executive-level fire service and emergency medical service personnel in learning how to engage in existing fusion center information sharing processes and how fusion centers can integrate with existing fire service information sharing. It

is built on the foundation that the fire services are an integral component in the nation's effort to prevent, protect against, and respond to incidents.

Integrating the fire services into the fusion process provides the following key benefits:

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

## Service Module

The workshop provides a facilitated discussion of applicable information sharing doctrine and potential partnership opportunities between the fire services and fusion centers. This service offers executive fire service officers and the fusion center leadership an opportunity to enhance their respective information sharing abilities. Ultimately, the workshop will strengthen both the fire service and fusion center missions. The workshop includes a facilitated discussion of the following components:

- ◆ National doctrine that guides information sharing processes, consistent with laws guiding privacy, civil rights, and civil liberties (P/CRCL).
- ◆ Intelligence processes, as well as information sharing activities related to daily operations of the fire service.
- ◆ Partnership opportunities available to all fire departments and fusion centers and the resources gained by networking with each other.
- ◆ Information sharing and reporting activities, including legal authorities and privacy policies that govern fire service activities.
- ◆ Roles, responsibilities, and capabilities of the fire service and fusion center.
- ◆ The fire service as a consumer, a collaborator, and/or a contributor to the fusion process.
- ◆ Respective roles in gathering and disseminating information, including suspicious activity reporting protocols, and next steps to appropriately coordinate and/or integrate information sharing activities, based upon local needs.

Subject-matter experts are an integral part of the workshop to provide lessons learned and professional anecdotes to help inform the discussion and decision-making process. Additional follow-up consultation can be provided to the jurisdiction as needed.

## Target Audience

This workshop is designed to assist fusion centers that are considering integration of and/or coordination with fire service and emergency medical personnel into their information sharing activities.

## Associated Fusion Center Guidelines

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

## **Associated Baseline Capabilities**

- I.A.** Planning and Requirements Development
- I.B.** Information Gathering/Collection and Recognition of Indicators and Warnings
- I.D.** Intelligence Analysis and Production
- I.E.** Intelligence/Information Dissemination
- II.A.** Management/Governance

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



The Fusion Center and Emergency Operations Center (EOC) Information Sharing and Coordination technical assistance service provides a facilitated workshop designed to provide support for fusion centers as they consider coordination with and/or integration of emergency management functions into existing information sharing initiatives, allowing for effective and consistent collaboration during the steady state and during an emergency (active state). The workshop also assists

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

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

## Service Module

This technical assistance service module will familiarize members of a fusion center with the roles, duties, capabilities, and functions of management, analysts, and planners within an EOC and under the Incident Command Structure. This service also familiarizes members of an EOC with the mission, scope, and capabilities of the fusion center as well as the available intelligence products and services. Ultimately, the workshop will facilitate an understanding of how fusion centers can share situational awareness and/or operational information to support the EOC during the

steady state and active state. The workshop includes facilitated discussion of the following topics:

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

CPG-502 serves as background material and should be reviewed prior to any workshop. The topic areas covered in the CPG provide a solid foundation for program development and additional considerations for more mature program development. Subject-matter experts are an integral part of the workshop to provide lessons learned and professional anecdotes to help inform the discussion and decision-making process. Additional follow-up consultation can be provided to the fusion center as needed.

## Target Audience

This service is designed to assist fusion centers that are considering integration of and/or coordination with emergency management into their information sharing activities.

## Associated Fusion Center Guidelines

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

## **Associated Baseline Capabilities**

- I.A.** Planning and Requirements Development
- I.D.** Intelligence Analysis and Production
- I.E.** Intelligence/Information Dissemination
- II.A.** Management/Governance
- II.D.** Personnel and Training
- II.E.** Information Technology/Communications Infrastructure, Systems, Equipment, Facility, and Physical Infrastructure

# Fusion Center Communications and Outreach



The Fusion Center Communications and Outreach technical assistance service provides a facilitated workshop to support fusion centers in communicating effectively with a unified voice, building advocates at all levels of government, and informing internal and external stakeholders of their mission, vision, and value.

Successful communications and outreach activities enable fusion centers to engage law enforcement as well as multidisciplinary partners—fire service, public health, emergency management, and the private sector—in fusion center activities. By establishing and enhancing these collaborative relationships, a fusion center can expand its customer base and enhance information flow with these partners. Further, communications and outreach efforts empower fusion centers to engage with external stakeholders, including relevant associations; state and local legislatures; Congress; privacy, civil rights, and civil liberties (P/CRCL) advocates; the media; and the public. By conducting outreach to these audiences, fusion centers are able to proactively engage in two-way dialogue to communicate the mission, purpose, and value of fusion center activities.

Enhancing fusion center communications and outreach will support the following objectives:

- ◆ Educate oversight and advisory bodies.
- ◆ Communicate a long-term vision.
- ◆ Build a broader customer base.
- ◆ Enhance public perception.
- ◆ Sustain long-term support and funding.

- ◆ Support the development and maturation of the National Network of Fusion Centers.

## Service Module

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

The workshop will assist with:

- ◆ Developing a draft Communications Plan outline.
- ◆ Identifying key outreach and communications objectives for the fusion center.
- ◆ Developing a fusion center-specific approach to communications.
- ◆ Identifying internal and external audiences.
- ◆ Developing fusion center communications materials.
- ◆ Recommending tailored communications and outreach.

The *Communications and Outreach Guidebook: Considerations for State and Major Urban Area Fusion Centers* (Guidebook) serves as background and planning material and should be reviewed prior to any workshop delivery. The topic areas covered in the Guidebook provide a solid foundation for program development and additional considerations for more mature program development. Subject-matter experts are an integral part of the workshop to provide lessons learned and professional anecdotes to help inform the discussion and decision-making process. Additional follow-up consultation can be provided to the fusion center as needed.

## Target Audience

This service is designed to assist fusion center executives and public information personnel with enhancing their fusion center's communications and outreach capabilities.

## Associated Fusion Center Guidelines

3. Create a representative governance structure that includes law enforcement, public safety, and the private sector.
4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
8. Develop, publish, and adhere to a privacy and civil liberties policy.

11. Achieve a diversified representation of personnel based on the needs and functions of the center.
13. Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.
16. Define expectations, measure performance, and determine effectiveness.
17. Establish and maintain the center based on funding availability and sustainability.

## **Associated Baseline Capabilities**

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

# Fusion Center and Health Security Information Sharing and Coordination



The Fusion Center and Health Security Information Sharing and Coordination technical assistance service provides a facilitated workshop designed to support fusion centers and public health agencies and departments in understanding the advantages of a mutually beneficial relationship to prevent terrorism, protect critical infrastructure and key resources, mitigate crime, and address all-hazard incidents.

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

## Service Module

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

- ◆ Gain a basic understanding of PH/HC programs, capabilities, and resources important to a fusion center.
- ◆ Examine the mutually beneficial relationship between fusion centers and PH/HC agencies to prevent terrorism, protect critical infrastructure and key resources, mitigate crime, and address all-hazard incidents.
- ◆ Support the integration of health security protection efforts and relationships with associated partners and stakeholders.

- ◆ Identify how fusion centers can incorporate health security components throughout the fusion process.
- ◆ Review emergency response procedures and reporting protocols for PH/HC communities.

The *Integrating Health Security Capabilities Into Fusion Centers: Planning & Development Considerations Guidebook* (Guidebook) serves as background and planning material and should be reviewed prior to any workshop delivery. The topic areas covered in the Guidebook provide a solid foundation for program development and additional considerations for more mature program development. Subject-matter experts are an integral part of the workshop to provide lessons learned and professional anecdotes to help inform the discussion and decision-making process. Additional follow-up consultation can be provided to the fusion center as needed.

## Target Audience

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

## Associated Fusion Center Guidelines

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

## Associated Baseline Capabilities

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

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



The Fusion Center and Critical Infrastructure and Key Resources (CIKR) Protection Information Sharing and Coordination technical assistance service provides a facilitated workshop designed to support fusion centers as they consider coordination with and/or integration of CIKR protection and information sharing efforts. Collaboration between the fusion center and state and local CIKR protection efforts can ultimately

result in an increased understanding of a jurisdiction's risk and how to best mitigate that risk.

## Service Module

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

- ◆ Identification of existing and new CIKR partners/critical infrastructure protection efforts and available capabilities.
- ◆ Integration of CIKR capabilities into the fusion center's policies and operations.
- ◆ Discussion of mutually beneficial relationships with CIKR partners while ensuring that the appropriate privacy protections and civil rights and civil liberties safeguards are in place.
- ◆ Assessment of the needs and requirements of the fusion center and CIKR partners.

- ◆ Identification of resources to assist the fusion center's CIKR protection role, such as informing the implementation of protective measures.
- ◆ Additional follow-up consultation, as needed.

The *Integrating Critical Infrastructure and Key Resources Protection Capabilities Into Fusion Centers: Development and Implementation Considerations Guidebook* (Guidebook) serves as background and planning material and should be reviewed prior to any workshop delivery. The topic areas covered in the Guidebook provide a solid foundation for program development and additional considerations for more mature program development. Subject-matter experts are an integral part of the workshop to provide lessons learned and professional anecdotes to help inform the discussion and decision-making process. Additional follow-up consultation can be provided to the fusion center as needed.

## Target Audience

The workshop is designed to assist fusion centers considering integration of and/or coordination with state, local, and private sector partners in CIKR protection efforts.

## Associated Fusion Center Guidelines

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

## Associated Baseline Capabilities

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

# Fusion Center Exchange Program



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

centers in need of operational support with subject-matter experts from experienced fusion centers to help address specific operational topics in a workshop setting.

Visiting personnel work with the host center on a variety of issues, such as, but not limited to, the following:

- ◆ Developing collaborative relationships with multidisciplinary partners, such as fire, public health, emergency management, critical infrastructure and key resources (CIKR), and corrections.
- ◆ Developing a joint intelligence product focused on a regional issue or threat.
- ◆ Using the *Privacy, Civil Rights, and Civil Liberties Compliance Verification for the Intelligence Enterprise* resource.
- ◆ Exploring fusion center organization, management structures, or analytical capabilities.
- ◆ Developing regional connectivity between fusion centers.
- ◆ Support for special events—identifying ways to support local, regional, and national events.

- ◆ Fusion Liaison Officer Program management—implementing program management and operational components to strengthen fusion center liaison efforts or stakeholder engagement/outreach.
- ◆ Management strategies—implementing an all-crimes approach or assisting with the development of an analyst training strategy.

Exchanges can be tailored to meet new and emerging issues based on applicant requests. In each case, the joint DHS/DOJ Fusion Process Technical Assistance Program will assist in identifying experts in the field and providing on-site assistance. Exchanges typically include one or two personnel from the visiting fusion center and are one to two days long (three to five, including travel) but can be adjusted to meet the needs of the fusion center.

## Target Audience and Application Process

All fusion centers are eligible to participate in the Fusion Center Exchange Program. Fusion centers requesting a Fusion Center Exchange must complete the Technical Assistance Request Form and answer the additional questions for Fusion Center Exchanges on page 43.

## Associated Fusion Center Guidelines

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

## Associated Baseline Capabilities

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

# Suspicious Activity Reporting Technical Assistance



Significant progress has been made by the National Network of Fusion Centers to enhance its ability to execute Critical Operational Capability (COC) 2: Analyze. The incorporation of suspicious activity reporting (SAR) into fusion center analytic processes is a priority focus that will support achievement of the COCs. To accelerate the incorporation of SAR within fusion center analytic processes, the U.S. Department of Homeland Security (DHS) and the Nationwide SAR Initiative (NSI) are supporting delivery of a SAR Technical Assistance.

## Technical Assistance Service Module

The SAR Technical Assistance service is a facilitated on-site delivery designed to assist fusion center officials with enhancing their fusion center's SAR processes in the areas of analysis and outreach. Included in this assistance are the following:

- ◆ Review of the NSI work flow process.
- ◆ Review of the ISE Functional Standard for sharing SAR information.
  - ◆ Review of fusion center policy for the receipt and dissemination of SAR.
  - ◆ Review of fusion center workflow for vetting of SAR.
  - ◆ Hands-on utilization of the SAR Data Repository.
- ◆ Identification of fusion center responsibilities and expectations for the SAR process.

## Target Audience

- ◆ Fusion center analysts
- ◆ Fusion center commanders and supervisors
- ◆ Proposed or current Fusion Liaison Officers
- ◆ Fusion Center Executive Management Board Members

## Associated Fusion Center Guidelines

4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
12. Ensure personnel are properly trained.
13. Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.

## Associated Baseline Capability

- I. B. Information Gathering/Collection and Recognition of Indicators and Warnings
- I. D. Intelligence Analysis and Production

# Privacy Training and Technical Assistance

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



- ◆ The **28 CFR Part 23 online training** is an introductory-level course on the regulation's core principles, which offer an understanding of privacy and civil liberties concerns related to criminal intelligence information collection and sharing.
- ◆ The **Criminal Intelligence Sharing: Protecting Privacy, Civil Rights, and Civil Liberties (Privacy 101)** training presents various information sharing tools and trends, examines the principles of 28 CFR Part 23, and addresses the importance of privacy and civil liberties in the framework of information collection and sharing.
- ◆ **Privacy Policy Technical Assistance** provides policy review and recommendations to fusion centers that need to update their privacy policies in response to changes in governance, applicable law, technology, or the purpose and use of the information the center collects. Policy reviews ensure that each center's policy continues to be deemed "at least as comprehensive" as the ISE Privacy Guidelines.
- ◆ **Reviews and audits** support the *Privacy, Civil Rights, and Civil Liberties Compliance Verification for the Intelligence Enterprise* resource.

## Technical Assistance Service Module

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

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

## Target Audience

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

## Associated Fusion Center Guidelines

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

## Associated Baseline Capabilities

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

# State and Local Anti-Terrorism Training



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

## Service Module

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

### ◆ Anti-Terrorism Workshop for Campus Law

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

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

including topics inherent in the investigation and prosecution of terrorism and criminal extremism.

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

## Target Audience

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

## Associated Fusion Center Guidelines

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

## Associated Baseline Capability

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

# National Information Exchange Model NIEM Training



The National Information Exchange Model (NIEM) is a community-driven, government-wide, standards-based approach to exchanging information. NIEM connects communities of

people who share a common need to exchange information in order to advance their mission. Used in all 50 states and internationally, NIEM is available to everyone. It is a consistent starting point—including a data model, governance, training, tools, technical support services, and an active community—that assists users in adopting a standards-based approach to exchanging data.

The NIEM initiative provides comprehensive training for those interested in utilizing NIEM in their organizations. Individuals may participate in courses via instructor-led classroom training, free online training (covering the same subject matter as the classroom training), and/or Webinars that cover everything from general NIEM concepts to in-depth technical specifications.

## Service Module

Designed for both technical and nontechnical audiences, the curricula span all things NIEM—from the basics to advanced technical implementation. Those interested in NIEM training should explore one of NIEM's four user-based course tracks: Executive Managers, Project Managers, Architects, and Implementers. Classes offered to individuals are detailed below.

- ◆ **NIEM 100: General Overview**—Provides an overview of the National Information Exchange Model (NIEM), including NIEM's history, how NIEM works, the benefits and impacts of NIEM, and how NIEM's governance is structured.
- ◆ **NIEM 101: Technical Introduction to NIEM**—This course is designed to introduce the technical concepts associated with NIEM. An overview of data model components and the development of NIEM-conformant information exchanges are also addressed.

- ◆ **NIEM 200: NIEM Project Management**—Provides an overview of the NIEM Information Exchange Package Documentation (IEPD) Development Lifecycle, in the context of planning for and managing the development of a NIEM-based exchange.
- ◆ **NIEM 300: IEPD Discovery and Development**—Provides the skills necessary to plan for, analyze, and build NIEM-conformant information exchanges, also referred to as IEPDs.
- ◆ **NIEM 301: NIEM Advanced Technical Concepts**—Provides the technical knowledge necessary to develop, understand, and use NIEM-conformant XML schemas and artifacts.
- ◆ **NIEM 302: Build and Validate an IEPD**—Provides instruction on how to map information exchanges to NIEM and to develop IEPD artifacts using some of the available NIEM tools.
- ◆ **NIEM 303: Assemble, Publish, and Implement an IEPD**—Provides direction on assembling an IEPD, publishing an IEPD to a repository, and implementing it in an information exchange.

For the most current information on NIEM, including type and availability of courses offered, please visit [www.niem.gov](http://www.niem.gov).

## Target Audience

NIEM training is designed for both technical and nontechnical audiences, including Executive Managers, Project Managers, Architects, and Implementers.

## Associated Fusion Center Guidelines

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

## Associated Baseline Capability

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

# Intelligence Commanders Program



The Intelligence Commanders Program (ICP) is a two-day technical assistance service designed to provide the essential principles associated with establishing and/or operating an intelligence unit. Commanders/supervisors responsible for ensuring that daily criminal intelligence operations function in accordance with the agency's or center's intelligence collection, analysis, and dissemination policies and requirements are encouraged to attend this two-day technical assistance service. In addition, this program is designed to provide a component specifically for executives, which is delivered

on the first day. While executives are invited to attend the full service, the topics most pertinent to their role will be covered the first day. Facilitation will be provided by subject-matter experts and law enforcement practitioners with experience regarding law enforcement intelligence.

## Service Module

This service provides an opportunity for both executives and commanders to gain knowledge and information about the intelligence field, offers tools to help integrate intelligence into their operations, and presents case scenarios and examples for identifying mechanisms to resolve legal and privacy issues. ICP topics include:

### Executives and Commanders' Topics

- ◆ 10 Critical Factors to Know About Law Enforcement Intelligence
- ◆ Information Collection and the Line Officer Role
- ◆ Privacy, Ethics, and Liability

### Commanders' Topics

- ◆ Intelligence Products and the Intelligence Process

- ◆ Policy and Management Issues
- ◆ Intelligence and Information Systems and Technologies
- ◆ New Innovations and Practical Approaches to Using Criminal Intelligence

## Target Audience

This program is designed for commanders and supervisors responsible for ensuring the functions of daily criminal intelligence operations.

## Associated Fusion Center Guidelines

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

## Associated Baseline Capability

- I. A. Planning and Requirements Development
- II. A. Management/Governance
- II. B. Information Privacy Protections
- II. D. Personnel and Training
- II. E. Information Technology/Communications Infrastructure, Systems, Equipment, Facility, and Physical Infrastructure

# MindLeap™

## Critical Thinking Technical Assistance Seminar



The U.S. Department of Homeland Security (DHS), in partnership with the U.S. Department of Justice (DOJ) and in coordination with the Michigan State University, School of Criminal Justice's Intelligence Program, offers the MindLeap™ Critical Thinking Technical Assistance Seminar, which teaches attendees how to think critically and has been designed specifically for individuals functioning in an analytic role. The content is based on the integration of research across many disciplines, including but not limited to strategic studies, international security, social science, and strategic and tactical intelligence analysis.

### Technical Assistance Service Module

This service provides individuals with a structured, disciplined approach to causal analyses, and evidence-based problem solving is a central focus of this service. In addition, this service will enable attendees to recognize the weaknesses and errors of the “default” mind when undertaking causal analyses and to identify how to guard against them. The following topics, among many others, are covered during the service:

- ◆ How beliefs and preconceived explanations influence our observations and insights.
- ◆ Why stories trump statistics and the seduction of generalizations and simplifications.
- ◆ The human brain as an “associative engine” and our tendency to jump to conclusions and incorrect solutions.
- ◆ The limits of our observation and memory and why a mental picture is not worth 1,000 words.

- ◆ The negative consequences of faulty reasoning, especially when the risks are high.
- ◆ Faults with traditional “brainstorming” and how to develop a productive brainstorming process.

## **Target Audience**

This service is designed specifically for government analytic and investigative personnel in designated state and major urban area fusion centers operating in an analytic or investigative capacity.

## **Associated Fusion Center Guidelines**

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

## **Associated Baseline Capability**

- I. D. Intelligence Analysis and Production

# How to Request Fusion Process TA Services

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

## Two Ways to Register

1. **E-mail or Fax**—Complete the Technical Assistance Request Form, obtain the fusion center director's signature, and scan/e-mail or fax the form as noted below. If you are requesting a service that requires State Administering Agency (SAA) and Urban Area Working Group (UAWG) authorization, please complete the form and obtain the required signatures or obtain an e-mail authorization from the SAA and/or the UAWG and send a copy of the e-mail with the completed form via:
  - a. Scan and e-mail it to [FusionProcessProgram@ncirc.gov](mailto:FusionProcessProgram@ncirc.gov), or
  - b. Fax the completed form to (850) 422-3529.
2. **Register online** at the secure National Criminal Intelligence Resource Center (NCIRC) Web site, which can be accessed only through the Regional Information Sharing Systems® (RISS) Secure Cloud (RISSNET™), the FBI's Law Enforcement Online (LEO), or the Homeland Security Information Network (HSIN).

## Additional Information

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

# Technical Assistance (TA) Request Form

## Services Requested By

TA Requestor (state or local jurisdiction requesting TA): \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

Fusion Center Director's Approval:\* \_\_\_\_\_

Date: \_\_\_\_\_

Primary Fusion Center  Recognized Fusion Center

If a recognized fusion center, please provide primary fusion center director's or Homeland Security Advisor's (HSA) signature: \_\_\_\_\_

\* In accordance with the Resource Allocation Criteria policy, technical assistance requested by recognized fusion centers will be considered only when the request is submitted and approved through the primary fusion center or the HSA.

## Service Delivery

Please describe the nature and extent of the issue or problem: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Desired Delivery Dates/Timeline: \_\_\_\_\_

\_\_\_\_\_

Anticipated Number of TA Participants: \_\_\_\_\_

\_\_\_\_\_

Additional Information on Specific Needs: \_\_\_\_\_

\_\_\_\_\_

## Services Requested (check all that apply)

- Customized Flyers for Distribution by Fusion Centers
- Fusion Center Technology Technical Assistance
- Fusion Center Security
- Fusion Center Exchange Program (see below)
- Suspicious Activity Reporting Technical Assistance
- Privacy Training and Technical Assistance
- State and Local Anti-Terrorism Training
- National Information Exchange Model (NIEM) Training
- Intelligence Commanders Program
- MindLeap™ Critical Thinking Technical Assistance Seminar

State Administrative Agency (SAA) and Urban Area Working Group (UAWG) authorization, if applicable, is REQUIRED when requesting the following services. Both SAA and UAWG authorizations are required for fusion centers located within a UASI. **In lieu of a signature on this form, the SAA and/or the UAWG may e-mail his or her authorization.** Please provide a copy of the e-mail for program files.

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

## Fusion Center Exchange Program Requirements

Name of Participating Centers: \_\_\_\_\_

Personnel Contact Information: \_\_\_\_\_

Potential Dates: \_\_\_\_\_

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

Fusion Center Exchange Program participants are required to complete and submit the Fusion Center Exchange Program Workbook no later than five (5) days after the exchange takes place.

