

2011 Fusion Center Assessment Individual Report

Oregon Terrorism Information
Threat Assessment Network
Fusion Center

Revised March 2012



United States
Department of Justice

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Introduction

The U.S. Department of Homeland Security (DHS), in coordination with its interagency partners¹ and the National Network of Fusion Centers (National Network), conducted the 2011 Fusion Center Assessment (2011 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 will measure the capability and performance of the National Network. The 2011 Assessment measures 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.

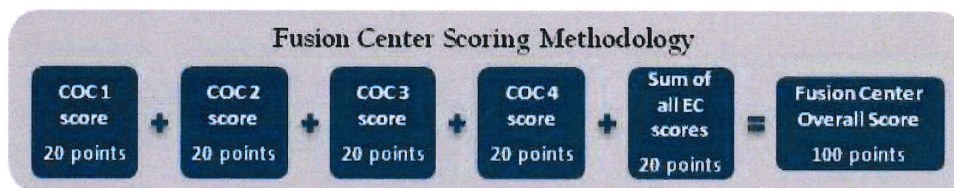
In order to assess the capabilities of the National Network, the 2011 Assessment determined the progress of fusion center's achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and Enabling Capabilities (ECs) (Privacy/Civil Rights and Civil Liberties, Sustainment, Communications and Outreach, and Security), which strengthens the fusion process.

Scope and Methodology

The scope of the 2011 Assessment is the progress made by the National Network in achieving the COCs and ECs from October 1, 2010 to August 1, 2011. Individual Fusion Center Reports detail the result of each fusion center independently, providing Fusion Center Directors information necessary to develop Homeland Security Grant Program Investment Justifications, guide resource allocation in general, and improve center operations.

In order to determine the progress made 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 of data 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 equal the weight of one COC.



¹ Interagency partner participation included members of the Fusion Center Subcommittee of the Information Sharing and Access Interagency Policy Committee: Department of Defense, Department of Justice(DOJ), Nationwide Suspicious Activity Reporting Initiative Program Management Office, Federal Bureau of Investigation, Office of the Director of National Intelligence, Office of National Drug Control Policy, Program Manager for the Information Sharing Environment, and the DOJ Global Justice Information Sharing Initiative's Criminal Intelligence Coordinating Council which serves in an advisory role to the Subcommittee.

Oregon Terrorism Information Threat Assessment Network (TITAN) Fusion Center

Overall Score: (b)(5),(b)(7)(E)

National Network Average: 76.8

Demographic Information

RAC Category: Primary State Fusion Center
 Mission: All crimes, counterterrorism

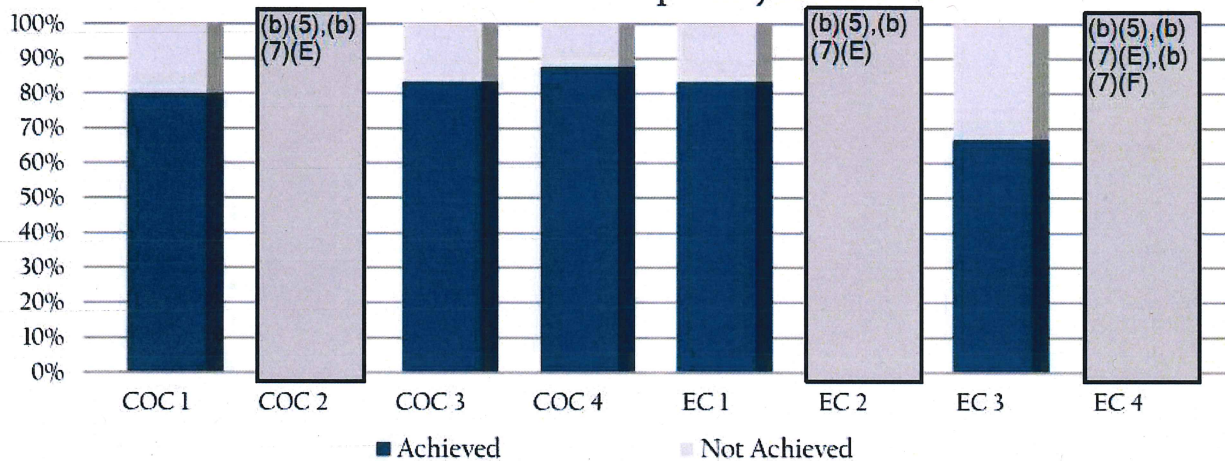
Staffing Levels: (b)(5),(b)(7)(E)
 Year Fusion Center Established: 2007

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center			National Network	
		Achieved	Score	Percent	Average	Percent
COC 1: Receive	5	4	16.0	80.0%	17.1	85.6%
COC 2: Analyze	11	(b)(5),(b)(7)(E)			16.4	81.8%
COC 3: Disseminate	6	5	16.7	83.3%	13.1	65.7%
COC 4: Gather	8	7	17.5	87.5%	15.4	76.9%
EC 1: Privacy, Civil Rights and Civil Liberties	6	5	4.2	83.3%	4.1	82.2%
EC 2: Sustainment	5	(b)(5),(b)(7)(E)			3.4	68.3%
EC 3: Communications	3	2	3.3	66.7%	3.3	65.7%
EC 4: Security	6	(b)(5),(b)(7)(E),(b)(7)(F)			4.0	79.4%

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

Achievement of Capability Attributes

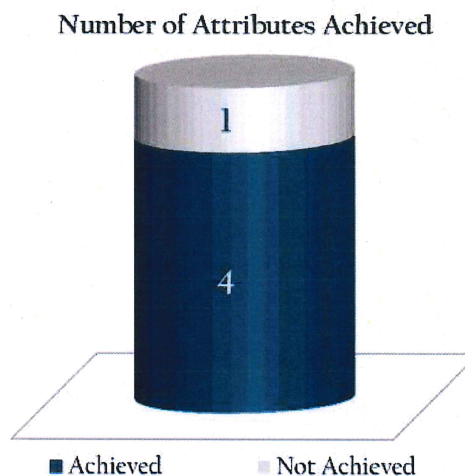


COC 1: Receive

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 TITAN has achieved 4 of these attributes.

COC Score:	16.0
Percent:	80.0%



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible	Score	Percent Achieved
5	4	20	16.0	80.0%

Achievement of the Attributes for COC 1

Attributes	Capability
1. Fusion center has approved plans, policies, or 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 NTAS alerts	No
3. Fusion center staff with a need to access classified information are cleared to at least the Secret level	Yes
4. Fusion center has access to HSDN and/or FBINet (i.e., within fusion center or on-site)	Yes
5. Fusion center has access to sensitive but unclassified information systems (e.g., HSIN, LEO, HS SLIC)	Yes

COC 2: Analyze

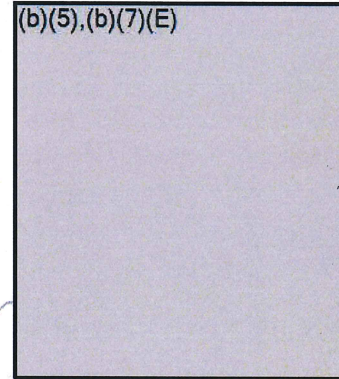
Definition: The ability to assess the local implications of threat information through the use of a formal risk assessment process

Fusion centers have the unique ability to overlay national intelligence with local, regional, and statewide information, and through analysis, 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 provide local context to the national threat picture. COC 2 has 11 attributes, each worth 1.82 points. The TITAN has achieved of these attributes.

(b)(5), (b)(7)(E)

COC Score:	(b)(5), (b)(7)(E)
Percent:	

Number of Attributes Achieved



■ Achieved ■ Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible	Score	Percent Achieved
11	(b)(5), (b)(7)(E)	20	(b)(5), (b)(7)(E)	

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 SMEs within its AOR to inform analytic production	(b)(5), (b)(7)(E)
4. Fusion center has access to other fusion centers' multidisciplinary SMEs outside of its state to inform analytic production, as required	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	(b)(5), (b)(7)(E)
7. Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	(b)(5), (b)(7)(E)
8. Fusion center contributes to national-level risk assessments	No
9. Fusion center has a customer satisfaction mechanism for its analytic products	Yes
10. Fusion center evaluates the effectiveness of the customer feedback mechanism 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	(b)(5), (b)(7)(E)

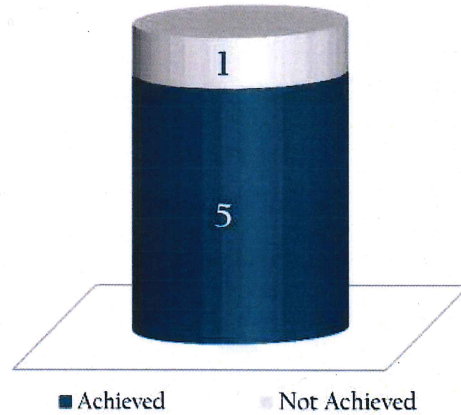
COC 3: Disseminate

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 TITAN has achieved 5 of these attributes.

COC Score:	16.7
Percent:	83.3%

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible	Score	Percent Achieved
6	5	20	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 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	Yes
4. Fusion center has a plan, policy or SOP that addresses dissemination of 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

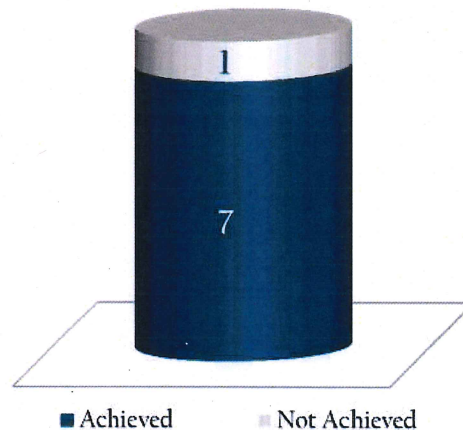
COC 4: Gather

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 enables 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 TITAN has achieved 7 of these attributes.

COC Score:	17.5
Percent:	87.5%

Number of Attributes Achieved



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible	Score	Percent Achieved
8	7	20	17.5	87.5%

Achievement of the Attributes for COC 4

Attributes	Capability
1. Fusion center has an approved NSI Site plan or an approved plans, policies or SOPs governing the gathering of locally generated information	Yes
2. Fusion center has a 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 SINs	Yes
7. Fusion center has a 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

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 protections to protect constitutional rights and to ensure fusion centers address ethical and legal obligations. EC 1 has 6 attributes worth 0.83 points each. The TITAN has achieved 5 of these attributes.

EC Score:	4.2
Percent:	83.3%

Number of Attributes Achieved



Scoring and Statistics

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

Achievement of the Attributes for EC 1

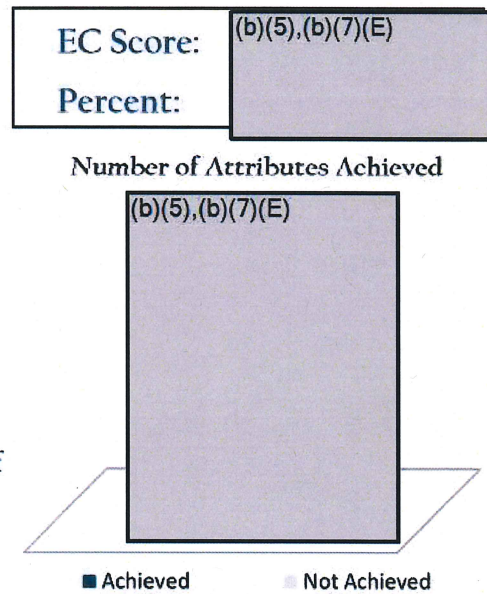
Attributes	Capability
1. Fusion center has a privacy policy determined by DHS to be at least as comprehensive as the ISE Privacy Guidelines	Yes
2. Fusion center provides formal and standardized training to all personnel on the fusion center's privacy policy annually	Yes
3. Fusion center's policies, processes, and mechanisms for receiving, cataloging, and retaining information (provided to the center) comply with 28 C.F.R. Part 23	Yes
4. Fusion center trains all personnel who access criminal intelligence systems in 28 C.F.R. Part 23	Yes
5. Fusion center has identified a Privacy/CRCL Officer for the center	Yes
6. Fusion center has a privacy policy outreach plan	No

EC 2: Sustainment

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, each worth 1 point. The TITAN has achieved of these attributes.

(b)(5),(b)(7)(E)



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible	Score	Percent Achieved
5	(b)(5),(b)(7)(E)	5	(b)(5),(b)(7)(E)	(b)(5),(b)(7)(E)

Achievement of the Attributes for EC 2

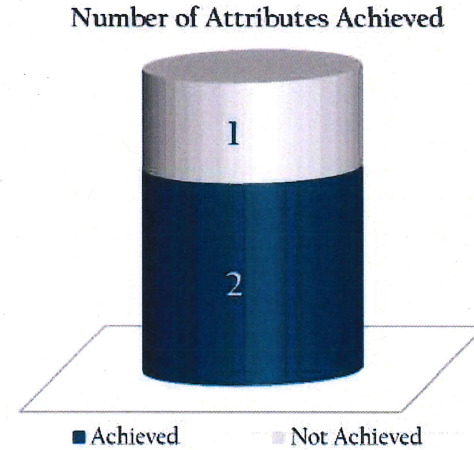
Attributes	Capability
1. Fusion center has an approved strategic plan	(b)(5),(b)(7)(E)
2. Fusion center conducts an annual financial audit	No
3. Fusion center completes annual operational cost assessment	Yes
4. Fusion center conducts an exercise at least once a year	(b)(5),(b)(7)(E)
5. Fusion center measures its performance and determines the effectiveness of its operations relative to expectations it or its governing entity have defined	(b)(5),(b)(7)(E)

EC 3: Communications and Outreach

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. The TITAN has achieved 2 of these attributes.

EC Score:	3.3
Percent:	66.7%



Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible	Score	Percent Achieved
3	2	5	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 communication plan	No
3. Fusion center has a process for capturing success stories	Yes

EC 4: Security

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 TITAN has achieved of these attributes.

EC Score:	(b)(5),(b)(7)(E),(b)(7)(F)
Percent:	

Number of Attributes Achieved

(b)(5),(b)(7)(E),(b)(7)(F)

■ Achieved □ Not Achieved

(b)(5),(b)(7)(E),(b)(7)(F)

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible	Score	Percent Achieved
6	(b)(5),(b)(7)(E),(b)(7)(F)	5	(b)(5),(b)(7)(E),(b)(7)(F)	

Achievement of the Attributes for EC 4

Attributes	Capability
1. Fusion center has an approved security plan that addresses personnel, physical and information security	Yes
2. Fusion center trains all personnel on the fusion center's security plan	(b)(5),(b)(7)(E),(b)(7)(F)
3. Fusion center has a designated Security Liaison	Yes
4. Fusion center's Security Liaison (or other organization's Security Liaison) completes annual training	(b)(5),(b)(7)(E),(b)(7)(F)
5. Fusion center has access to the Central Verification System (CVS)	
6. Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	

Appendix I. Strengthening Fusion Center Capabilities through Gap Mitigation

Federal, state, and local fusion center stakeholders share a common goal of supporting a nationwide capacity for receiving, analyzing, disseminating and gathering threat information. The purpose of gap mitigation is to assist fusion centers in fully achieving and maintaining their capacity to execute the COCs, the ECs, and additional priority areas. Building these capabilities requires support across four key components:

1. **Policies and Processes:** By having documented policies and processes, a fusion center has the ability to focus organizational resources on the consistent, standardized, and effective execution of the capability.
2. **People:** By having people with the appropriate training, skills, and knowledge, the fusion center has the expertise to execute the capability.
3. **Technology:** By having access to relevant technology, the fusion center has the ability to execute the capability in a timely, efficient, and cost effective manner.
4. **Partners:** By working with partners, the fusion center has the ability to execute and deliver the capability to meet evolving customer needs and requirements.

In 2012, the Federal Government will continue to focus its support for fusion centers through the delivery and deployment of gap mitigation resources. These gap mitigation resources provide fusion centers with the knowledge, skills, and tools necessary to enable the effective execution of the fusion process.

Informed by the results of the 2011 Fusion Center Assessment (2011 Assessment), both in terms of fusion centers' capabilities and of the effectiveness of federal support, the Federal Government identified those resources that can most effectively support fusion centers with mitigating identified capability gaps. As part of this process, the Federal Government identified over 40 new or existing activities to support gap mitigation efforts in 2012. These activities are aligned to the four COCs, the four ECs, and an additional priority area of Governance.

The full menu of 2012 gap mitigation activities will be shared with Fusion Center Directors and also included in the 2011 Fusion Center Assessment Final Report. By leveraging the resources identified in this document, the National Network of Fusion Centers can enhance their capabilities in a manner that not only increases the efficacy and efficiency of individual fusion centers but also supports the maturation of an integrated National Network.