2013 Fusion Center Assessment Individual Report

Oregon Terrorism Information
Threat Assessment Network

December 2013

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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 2013 Fusion Center Assessment (2013 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 2013 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.
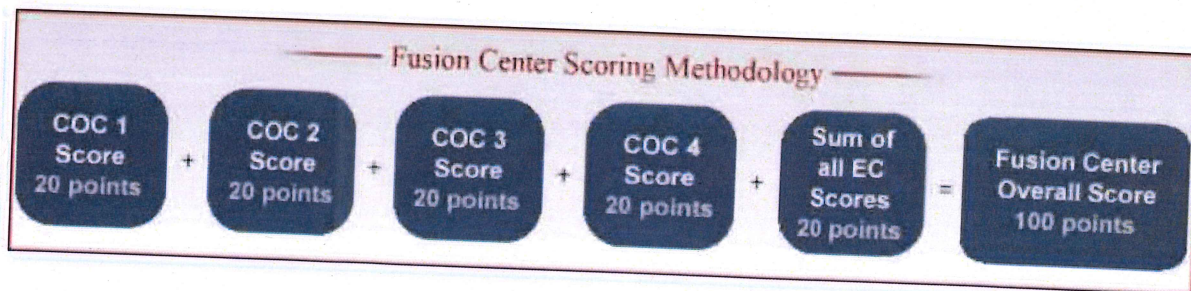
In evaluating the National Network, the 2013 Assessment determined the progress of fusion centers' achievement of the Critical Operational Capabilities (COCs) (Receive, Analyze, Disseminate, and Gather), which reflect the operational priorities of the National Network, and the Enabling Capabilities (ECs) (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 2013 Assessment is the progress made by the National Network in achieving the COCs and ECs from August 1, 2012 to July 31, 2013. Any changes made after July 31, 2013 are not reflected in the 2013 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.

Fusion Center Scoring Methodology

COC 1 Score 20 points + COC 2 Score 20 points + COC 3 Score 20 points + COC 4 Score 20 points + Sum of all EC Scores 20 points = Fusion Center Overall Score 100 points

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Oregon Terrorism Information Threat Assessment Network

Demographic Information

		Overall Score:	(b)(5),(b)(7)(E)
RAC Category:	Primary	National Network Average:	91.7

Year Fusion Center Established: 2007

Mission: Counterterrorism, All-Crimes, All-Hazards

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

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

Summary of Fusion Center Capabilities

COC or EC	Total Attributes	Fusion Center			National Network	
		Achieved	Score	Percent	Average	Percent
COC 1: Receive	5	5	20.0	100%	19.0	94.9%
COC 2: Analyze	11	(b)(5),(b)(7)(E)			18.4	92.1%
COC 3: Disseminate	6	5	16.7	83.3%	17.8	88.9%
COC 4: Gather	8	8	20.0	100%	18.5	92.5%
EC 1: Privacy, Civil Rights, and Civil Liberties Protections	6	6	5.0	100%	4.6	91.2%
EC 2: Sustainment Strategy	5	(b)(5),(b)(7)(E)			4.6	91.8%
EC 3: Communications	3	3	5.0	100%	4.5	89.7%
EC 4: Security	6	(b)(5),(b)(7)(E),(b)(7)(F)			4.4	87.6%

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

Achievement of Capability Attributes

Legend: Achieved / Not Achieved

COC 1: Receive

COC Score:	20.0
Percentage:	100%
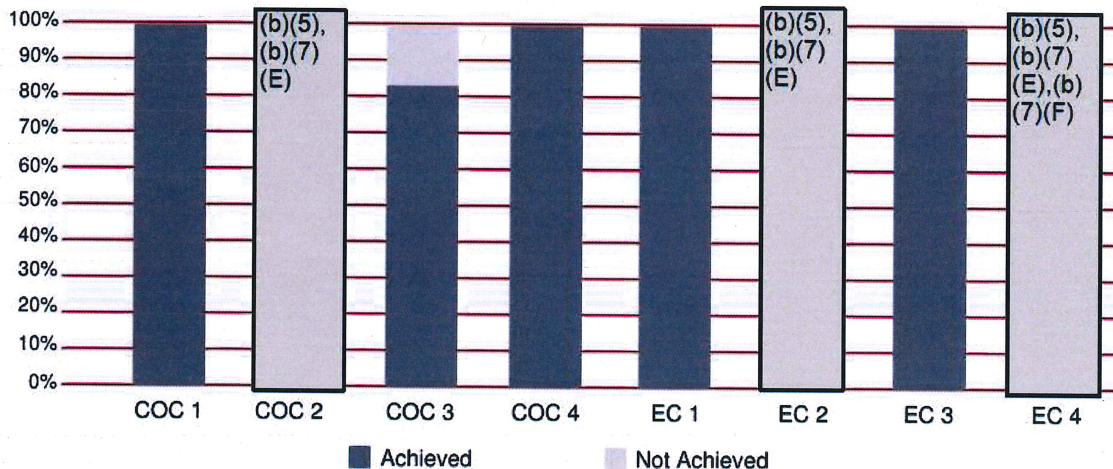
Definition: The ability to receive classified and unclassified information from federal partners

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

5

■ 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

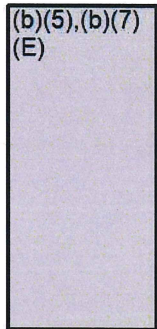|	Attributes	Capability
1.	Fusion center has approved plans, policies, or standard operating procedures (SOPs) for the receipt of federally-generated threat information	Yes
2.	Fusion center has a plan, policy, or SOP that addresses the receipt and handling of National Terrorism Advisory System (NTAS) 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 HSDN and/or FBINet (i.e. within fusion center or on-site)	Yes

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COC 2: Analyze

| COC Score: | (b)(5), (b)(7) (E) |
| Percentage: | |

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 ___ of these attributes.**

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

Number of Attributes Achieved

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

■ Achieved
■ Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
11	(b)(5),(b)(7)(E)	20.0	(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 subject matter experts (SMEs) within its AOR to inform analytic production	(b)(5),(b)(7)(E)
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	(b)(5),(b)(7)(E)
7.	Fusion center contributes to or conducts a statewide risk assessment (threat, vulnerability, and consequence analysis)	
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	(b)(5),(b)(7)(E)

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

Number of Attributes Achieved

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.**

■ 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

EC Score:	5.0
Percentage:	100%

Definition: The ability and commitment to protect the privacy, civil rights, and civil liberties of all individuals

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 0.83 points each. The Oregon Terrorism Information Threat Assessment Network has achieved 6 of these attributes.

Number of Attributes Achieved

6

■ 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

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EC 2: Sustainment Strategy

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

Percentage:

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

Number of Attributes Achieved

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

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 ⬚ of these attributes.**

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

■ Achieved

■ Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
5	(b)(5),(b)(7)(E)	5.0	(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	Yes
3.	Fusion center completes an annual operational cost assessment	Yes
4.	Fusion center participates in an exercise at least once a year	(b)(5),(b)(7)(E)
5.	Fusion center measures its performance to determine the effectiveness of its operations relative to expectations it or its governing entity has defined	

EC 3: Communications and Outreach

EC 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

3

■ 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

EC Score:

Percentage:

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

Definition: The ability to protect the security of the physical fusion center 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** ▮ **of these attributes.**
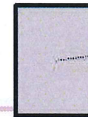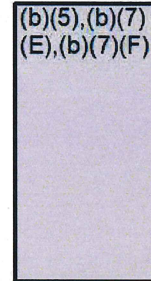
(b)(5),(b)(7)(E),(b)(7)(F)

Number of Attributes Achieved

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

■ Achieved

▮ Not Achieved

Scoring and Statistics

Number of Attributes	Attributes Achieved	Highest Possible Score	Fusion Center Score	Percent Achieved
6	(b)(5),(b)(7)(E),(b)(7)(F)	5.0	(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, 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	(b)(5),(b)(7)(E),(b)(7)(F)
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	(b)(5),(b)(7)(E),(b)(7)(F)
5.	Fusion center has access to Central Verification System (CVS)	
6.	Fusion center's Security Liaison (or other organization's Security Liaison) is trained on how to use CVS	

Fusion Center Year-to-Year Comparison

COC or EC	Total Attributes	Achieved	2012 Score	Percent	Achieved	2013 Score	Percent
COC 1: Receive	5	5	20.0	100%	5	20.0	100%
COC 2: Analyze	11	(b)(5),(b)(7)(E)					
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	6	5.0	100%	6	5.0	100%
EC 2: Sustainment Strategy	5	(b)(5),(b)(7)(E)					
EC 3: Communications	3	3	5.0	100%	3	5.0	100%
EC 4: Security	6	(b)(5),(b)(7)(E),(b)(7)(F)					

Achievement of Capability Attributes

■ 2012   ■ 2013

COC 1 — 100% / 100%

COC 2 — (b)(5),(b)(7)(E)

COC 3 — 83.3% / 83.3%

COC 4 — 100% / 100%

EC 1 — 100% / 100%

EC 2 — (b)(5),(b)(7)(E)

EC 3 — 100% / 100%

EC 4 — (b)(5),(b)(7)(E),(b)(7)(F)